

**COLOMBIA:
FOSTERING CIVIL SOCIETY PARTICIPATION IN
DEVELOPING
COMPETITIVE STRATEGIES FOR
FREE TRADE**

FINAL REPORT



February 2006

PROJECT DATA

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EXECUTIVE SUMMARY

The Fostering Civil Society Participation in Developing Competitive Strategies for Free Trade Project (Hereinafter referred to as the “Civil Society and Free Trade” or “CSFT” Project), executed from August 2004 to February 2006, complemented two critical initiatives being pursued by the Colombian government during the same period: first, the complex free trade negotiations between the United States and Colombia, and second, the development of an “Internal Agenda for Productivity and Competitiveness” by the Colombian Department of National Planning (“DNP”).

The CSFT project’s central goal was to expand the dialogue on issues related to the free trade process beyond politicians and large industry players to the broader private sector, NGOs, unions, academia, marginalized populations, professional organizations, and grass roots groups; and, to promote meaningful involvement from civil society in the development of the Internal Agenda. Indeed, CSFT was a critical part of the Internal Agenda process.

CSFT was implemented by The Trust for the Americas, an affiliate of the Organization of American States, and its in-country partner for the project, the Colombian Chambers of Commerce “Confecamaras”. All activities were planned and executed in close coordination with the Colombian Ministry of Commerce and DNP.

The core components of the CSFT initiative were (1) the creation of a sustainable network of Advisory Committees in 27 cities that served as hubs of organized discussions, providing its members with tools for understanding the negotiation process and serving as a channel to the government as it developed the Internal Agenda. (2) A series of Open Forums to encourage the development of an informed consensus on issues related to free trade, competitiveness and the Internal Agenda (3) A series of workshops for journalists where issues related to free trade were discussed creating an open channel of communication between the press and the negotiating team (4) Publication of informative material for the general public that would encourage participation in the development of the Internal Agenda and the creation of a web portal within the project to provide information and to foster the exchange of ideas between local advisory committees and coordinators. (5) A website with information on the FTA available to the general public.

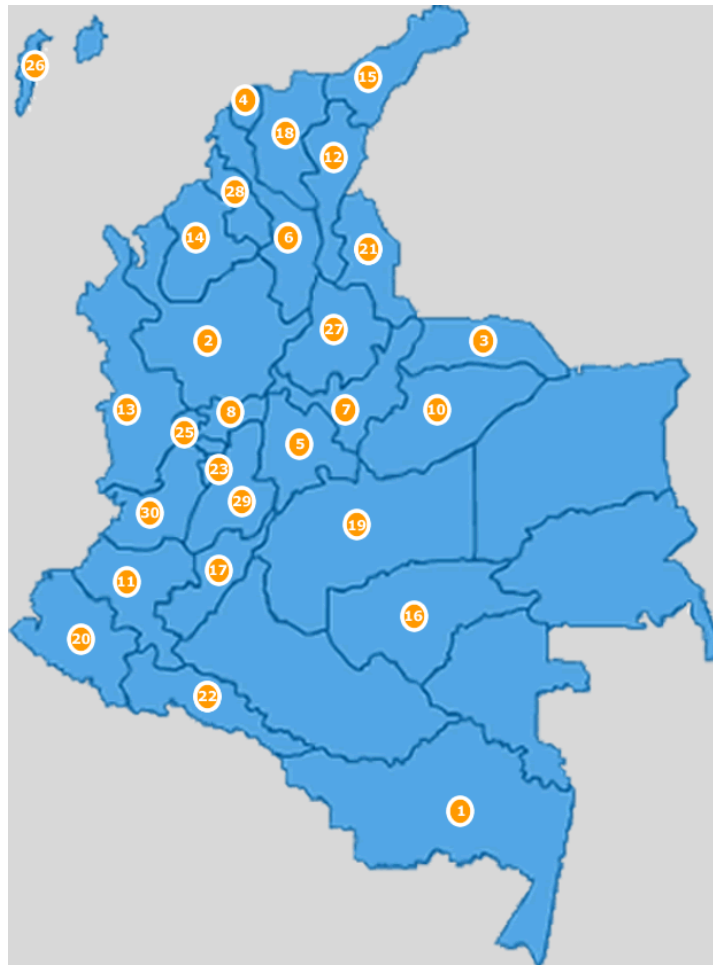
As detailed in this report, the CSFT program exceeded expectations in its execution. Initial concerns that such open discussions on controversial free trade issues would be met with opposition at the regional level were unfounded as the program received overwhelmingly

positive support from regional communities. Key indicators of success in execution of the program included:

- 70 Open Forums were conducted in 27 Colombian cities over the course of the program with more than 14,000 participants.
- Program data was compiled from more than 2,600 opinion surveys conducted during the project.
- 27 regional civil society Advisory Committees, with over 750 members were formed, each with plans and commitments for sustainability. These committees met almost 900 times during the program.
- 262 Civil Society groups were represented on the Committees, including academia, professional associations, unions, community organizations, students, municipal governments, and others.
- 171 Internal Agenda Proposals were prepared by the Advisory Committees and presented to DNP.

The successful implementation of CSFT was largely due to the earnest desire on the part of civil society to take part in the Internal Agenda process and the understanding on the part of the Colombian government of the importance of civil society participation in the process. The presence of the OAS and its well of neutral expertise lent legitimacy to the process and gave small communities the chance to receive unvarnished opinions on the coming challenges and opportunities under free trade.

Because of CSFT, DNP and Ministry of Commerce representatives had the opportunity to exchange views in person with more than 14,000 people through forums and town hall style meetings over the course of the project. If the Internal Agenda, due to be issued later in the Spring of 2006, reasonably addresses the needs and concerns of civil society as expressed during this program, it will indeed be a vital tool as the country adjusts and responds to a free trade environment.



**Civil Society and Free Trade Program
Regions Where The Activities Were Carried Out**

- | | | |
|-----------------|--------------|--------------------------|
| 1 Amazonas | 9 Caquetá | 19 Meta |
| 2 Antioquia (*) | 10 Casanare | 20 Nariño |
| 3 Arauca | 11 Cauca | 21 Nte. De Santander |
| 4 Atlántico | 12 Cesar | 22 Putumayo |
| 5 Bogotá (**) | 13 Chocó | 23 Quindío |
| 6 Bolívar | 14 Córdoba | 25 Risaralda |
| 7 Boyacá | 15 Guajira | 26 San Andrés |
| 8 Caldas | 16 Guaviare | 27 Santander |
| | 17 Huila | 28 Sucre |
| | 18 Magdalena | 29 Tolima |
| | | 30 Valle del Cauca (***) |

(*) Limited to a Presentation before CONFECAMARA's General Assembly, Medellín, August 2005

(**) Limited to Journalist Workshops, National Coordination, and participation in conferences.

(***) All of the activities performed in the Valle del Cauca region were performed in Buenaventura.

1. PROGRAM DESCRIPTION

1.1 Background

Civil Society participation is a fundamental tenant of the Inter American System. Specifically, article 6 of the Inter American Democratic Charter defines participation both as a citizen's right and responsibility. Participation is also one of the pillars upon which the Colombian Legal System was built. The Colombian Constitution in its Preamble and Bill of Rights calls for a participative State in which citizens are closely involved in the exercise of power.¹ There is an express constitutional mandate, expanded by the Courts, to allow citizen participation in economic, budgetary and planning issues.²

With specific reference to the FTA negotiation between Colombia and the United States, Decree 2314 from July, 2004, charged the Ministry of Commerce, Industry and Tourism (Mincomercio) with the duty of promoting civil society participation in the negotiating process. Decree 2314, Articles 9 and 10, specifically called for mechanisms of consultation with consumer groups, professional associations, academia, and all potential persons interested in the negotiation.³ In addition, Conpes Document 3297, from July, 2004, defined the Internal Agenda for Competitiveness as a national consensus between the Government, the regions and the private sector on strategic actions that the country should take to improve productiveness and competitiveness in the short, medium and long terms.

It was on this platform that the CSFT program was conceived and executed.

1.2 Goals and Objectives

- **Goal 1: Participation:** Fostering an informed and participative civil society during the FTA negotiation process:
 - **Objectives**
 - With Government and Civil Society input, develop and implement training to build knowledge and understanding on a national/regional basis on FTA issues.
 - Acknowledge, enhance, and further develop partnerships with civil society through regional advisory groups, a network of journalists and consultation with leaders of NGOs, Unions, Universities, Professional Organizations, etc
 - Establishment of a mechanism to inform and educate the media on free trade issues pertaining to the negotiation process
 - Develop measurement criteria for success with the input from the Civil Society and the Ministry of Commerce.

¹ Colombian Constitution, Preamble and Articles: 1, 2, 40, 57, 68, 78, 103, 315, 270 and 342.

² Among others: Constitutional Court Decisions C-643 from 2000, Justice Alvaro Tafur Galvis; C-089 from 1994. Justice, Eduardo Cifuentes Munoz; and, T-439 from 1992, Justice, Eduardo Cifuentes Munoz.

³ The only two limitations to participation are set forth by Law 63 from 1923. Article 9 provides for both the Government's negotiation strategy, and confidential documents exchanged between parties to be reserved.

- **Goal 2: Consultation.** Facilitate consultation to ensure effective 2-way communication between the government and the Civil Society on policy and planning decisions in the development of the Internal Agenda for Competitiveness.
 - **Objectives:**
 - Design and implement awareness training
 - With input from the Civil Society, the Ministry of Commerce and the DNP, develop consultation guidelines.
 - Ensure Civil Society and the media understand the role of the negotiating team, and how its activities of the negotiating team potentially impact them.
 - Ensure consultation with civil society is timely and consistent during the life of the project.
 - Ensure consultation process gathers perceptions and interest from participating groups, as well as their constructive suggestions.
 - Ensure the results of the consultation process are made available to the negotiating team during the negotiations to serve as a point of reference.

- **Goal 3: Validation:** Provide shared accountability between Civil Society and the Government in facing the opportunities and challenges posed by the FTA and globalization more generally.
 - **Objectives:**
 - Ensure the government is aware of Civil Society rights, interests, suggestions, traditional beliefs and practices throughout the Internal Agenda process.
 - Ensure feedback is provided about how the input provided by the civil society was considered by the internal agenda drafting committee, including cases in which specific suggestions could not be attended.

- **Goal 4: Strategic Planning.** Develop and update a strategic plan to ensure program success.
 - **Objectives**
 - Ensure compilation of program document, experiences, results from workshops, and
 - Deliver partial and final results on perceptions and suggestions from the Civil Society to the donor and the Ministry of Commerce.

- Develop adequate mechanism to evaluate program performance and measure success.
- Maintain permanent communication with the Donor and the Ministry of Commerce in all stages of the program
- Develop and presentation of partial and a final report to the Donor.
- Develop a strategy for sustainability of program dialogue mechanisms post project.

1.3 Partners and Stakeholders

The Trust for the Americas, an NGO affiliated with the General Secretariat of the Organization of American States (OAS). The Trust operates civil society capacity building programs across Latin America and the Caribbean. The Trust has substantial experience and qualifications in Colombia and in the area of Trade Capacity Building, including a successful civil society capacity building program related to CAFTA executed in Guatemala in 2003. The Trust led the design of the CSFT project, supervised implementation of all its components, and facilitated discussions between program partners.

The Trust's affiliate organization, the **OAS Department of Commerce, Tourism and Competitiveness (DCTC/OAS)** provides support to Member States in Free Trade Negotiations with the ultimate goal of promoting economic and sustainable growth to reduce poverty and create employment in the Americas. DCTC/OAS provided substantial expertise for forums and training seminars, and provided technical assistance in the design of program modules and training materials. Finally, DCTC/OAS maintained a Trade information system that helped keep local coordinators updated in the status of the negotiation and program activities.

OAS participation in the program through the Trust for the Americas and DCTC/OAS provided a sense of neutrality that encouraged massive turnout from the Civil Society. This will contribute to validation of the outcomes of FTA negotiations and the Internal Agenda process.

International Experts: Through the DCTC/OAS the program deployed leading technical experts on trade and competitiveness from throughout the hemisphere to participate and lead program activities. These experts came from countries such as Mexico, Costa Rica, and Chile and organizations such as the OAS, the IADB and the World Bank. For a detailed list of experts please refer to **Annex 5**.

Facilitators: To foster orderly discussions and to promote consensus around the Internal Agenda, The Trust worked with experts from Comba Internacional⁴.

The National Federation of Chambers of Commerce- Confecamaras is an umbrella organization comprised of the 57 separate Chambers of Commerce existing in Colombia. Under supervision from The Trust, Confecamaras coordinated the day to day operations of the initiative directly and through its network of affiliates in the 27 regions where program activities took

⁴ Led by Alfonso Rodriguez Linares and Andrea Lobo-Guerrero.

place. Confecamaras was a critical partner in encouraging the participation of local leaders, professional associations, academia, unions, and civil society in general.

The Government of Colombia, via the Ministry of Commerce and DNP were vital partners in the development of program content and coordination of program activities. Both entities provided experts and trainers for program modules. The Ministry of Commerce served as the point of contact for activities related to the FTA negotiations while the DNP was charged with the development and implementation of the Internal Agenda for Competitiveness.

The Colombian Community at large actively participated in the entire process as represented by civic groups, community organizations, unions, academia, professional associations, NGOs, and individuals. Participation was at the national, regional and local levels.

Other actors also participated in the program and were essential to its success. Among others: The local Planning Offices, representatives from Congress, journalists, the Offices of the Governors and Mayors, schools, etc.

Funding for the CSFT was principally provided by the U.S. Agency for International Development, with substantial in-kind contributions by the Government of Colombia, Confecamaras and The Organization of American States.

1.4 Geographic Breadth

The CSFT program was implemented in 27 Colombian selected regions, giving priority to areas where information regarding the FTA and the Internal Agenda was not widely available. By doing this, we encouraged the participation of traditionally isolated communities thus helping to build trust in the Government's capacity to effectively represent the interests of the regions during the negotiations and the development of the Internal Agenda.

The program was implemented in the following regions:

- **Caribbean Region**

Departments of Atlantico, Bolivar, La Guajira, Cordoba, Magdalena, Sucre, Cesar y San Andres

- **Orinoquía-Amazon Region**

Departments of Arauca, Meta, Amazonas, Putumayo, Guaviare, Casanare, Caqueta

- **Andean Region**

Departments of Santander, Norte de Santander, Tolima, Boyaca and Huila

- **Coffee Region**

Department of Quindio, Risaralda and Caldas

- **Pacific Region**

Departments of Narino, Cauca, Valle and Choco

1.5 Diversity and Gender

The program promoted the participation of ethnic minorities and other groups such as indigenous, Afro-Colombians, and women. 58% of the Local Coordinators, 52% of the participants in our journalist workshops and approximately 46% of participants in Open Forums were women.

1.6 Timeline for Implementation

The initiative was designed to run parallel to the FTA negotiations and the Internal Agenda Process. Accordingly, the program was initially planned to run from September, 2004 to July, 2005. With the extension of the negotiations beyond that date and taking into account the complexities of the Internal Agenda the program was extended to December 31st, 2005, with an additional final project activity in February 2006.

The program was implemented in the following phases:

- **Phase 0** (September-October, 2004): *Planning*: Organization and Formation of Advisory Committees, and National Consultative Committee. Selection and hiring of Local Coordinators.
- **Phase 1** (October –December, 2004): *Free Trade*: Open Forums in 16 regions, training of Local Coordinators and Advisory Committees
- **Phase 2** (January-August 2005): *Internal Agenda*: Open Forums in 27 regions. Advisory Committee and Local Coordinators worked on identifying competitive advantages of their regions, preparing Internal Agenda proposals and presenting them to DNP. In turn, DNP reviewed proposals and responded to the regions. Internal Agenda proposals –as reviewed by DNP- were validated by communities in the Open Forums.
- **Phase 3** (August-November, 2005): *Competitive Strategy Building, FTA and Internal Agenda*: Open Forums in 27 regions. Conclusory Advisory Committee Meetings and sustainability strategy.
- **Phase 4** (December, 2005-February, 2006): *Compilation of Data and Final Results*: Preparation of Final report, forum to present the results of the initiative to the Press.

2 OUTCOMES AND INDICATORS

2.1 Quantitative Indicators

2.1.1 Advisory Committees & Local Coordinators

- One National Coordination Committee created. The Committee was composed of representatives from DNP, Mincomercio, USAID, Confecamaras and The Trust.
- A network of Advisory Committees created in 27 regions of Colombia, with plans for sustainability beyond the project end date.
- 776 civil society leaders engaged as members of the Committees
- Committees met 898 times during the program.
- 262 Civil Society groups represented in the Committees, including academia, professional associations, unions, community organizations, students, municipal governments, and others.
- 27 Local Coordinators worked to promote civil society participation in program modules, to coordinate the Advisory Committees activities, and to disseminate information through local press.
- Three training workshops for the 27 Local Coordinators and Chamber of Commerce directors. Workshops were held in Bogotá during October 2004, December 2004, and July 2006.
- Two meetings of Local Coordinators, Caribbean Region. Meetings were held in Barranquilla, on January, 2005; and Rioacha on July, 2005.
- 171 Internal Agenda Proposals prepared by the Advisory Committees and presented to DNP.

2.1.2 Open Forums

- 70 Open Forums in 27 Colombian regions
- 14,239 people participated in the Open Forums
 - **Phase 2, Free Trade Forums.** One day forums in 16 regions, 2330 participants.
 - **Phase 3, Internal Agenda Forums.** One day forums in 27 regions. 6,652 participants.
 - **Phase 4, Competitiveness, Free Trade and Internal Agenda Forums.** One day forums in 27 regions. 5,257 participants.
- 2,680 Surveys filed by participants

- 1,734 during Phase 3, Internal Agenda Forums
- 946 during Phase 4, Competitiveness, Free Trade and Internal Agenda Forums
- 13 International Speakers deployed to Open Forums

2.1.3 Media and the Press

- 4 training workshops for journalist with an average participation of 60 regional and national journalists per workshop.
- Sustainability of training modules ensured by Mincomercio
- 475 articles (free press) related to the program published by printed media
- 755 mentions (free press) in radio, television and electronic media.
- One Opinion makers event with 47 high level participants
- 5 International Speakers deployed to *training-the-press* activities
- One website created at <http://www.tlc.gov.co>.
- Sustainability of website ensured by Mincomercio
- One internal website for the use of local coordinators created by DCTC/OAS at <http://librecomerciocolombia.sice.oas.org/>.

2.1.4 General Outreach

- Presentations made by the Local Coordinators before 384 community groups
- Presentations made by the Local Coordinators before 221 Academic Institutions
- Publication and distribution of the manual “*Las 100 Preguntas del TLC*”
- Publication and distribution of the manual “*Agenda Interna: Lo que Usted debe Saber*”
- Distribution by the DCTC/OAS of the documents: “*Diccionario de Términos de Comercio*”, “*Contribución del Comercio a la Prosperidad de los Países y los Retos de la Agenda Interna de Desarrollo*”, and “*Guía de Competitividad-Proyecto Sociedad Civil y Libre Comercio, Colombia, 2004*”.
- Presentations during the VII Negotiation Round held in Cartagena, on February, 2005
 - Press Conference on the Program and its role in setting the Internal Agenda. February 8, 2005.
 - Presentation of the program before Civil Society representatives. February 10, 2005

- Presentations before the *Consejo Gremial*:
 - February 9, 2005 at Cartagena.
 - April 10, 2005, at Bogotá.
- Presentation before the General Assembly of Confecamaras. August 9, 2005 at Medellin.
- Forum on FTA and Internal Agenda. Held at Universidad Militar, Bogotá, on August 25, 2005.

2.2 Detailed Impact

2.2.1 Open Forums

- Participation During Phase 2 Free Trade Forums

Region	Dates -2004-	No. of Participants	Number of Representatives GoC	Number of International Speakers
Meta	October 19	100	1 MINCOMERCIO 1 DNP	2
Huila	October 20	102	1 MINCOMERCIO 1 DNP	2
Nariño	October 22	177	1 MINCOMERCIO 1 DNP	2
Caldas	October 25	63	1 MINCOMERCIO 1 DNP	2
Quindío	October 26	242	1 MINCOMERCIO 1 DNP	2
Risaralda	October 27	57	1 MINCOMERCIO 1 DNP	2
Tolima	October 29	187	1 MINCOMERCIO 1 DNP	2
Bolívar	November 2	132	1 MINCOMERCIO 1 DNP	2
Atlántico	November 3	224	1 MINCOMERCIO 1 DNP	3
Magdalena	November 4	100	1 MINCOMERCIO 1 DNP	2
Santander	November 8	120	1 MINCOMERCIO 1 DNP	2
Nte. De Santander	November 8	256	1 MINCOMERCIO 1 DNP	2
Boyacá	November 9	170	1 MINCOMERCIO 1 DNP	2
Cesar	November 10	137	1 MINCOMERCIO 1 DNP	2
Cauca	November 11	132	1 MINCOMERCIO 1 DNP	2
Córdoba	November 12	131	1 MINCOMERCIO 1 DNP	2

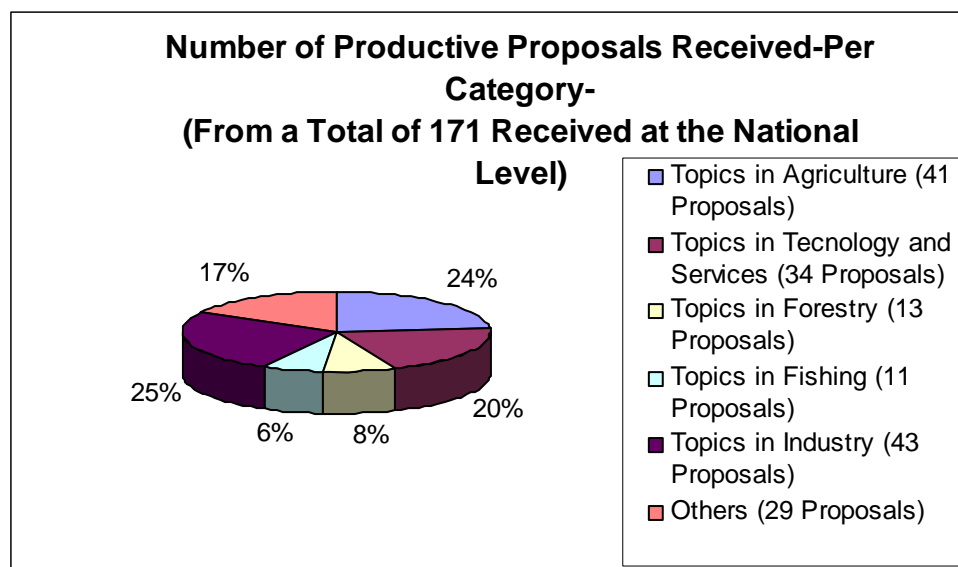
- Participation During Phase 3: Internal Agenda Forums

Region	Dates -2005-	No. of Participants	No. of Representatives GoC	Title of Internal Agenda Proposals presented to DNP
Valle: Buenaventura	January 20	200	1 MINCOMERCIO 1 DNP	1. Software 2. Logística 3. Salud 4. Turismo

				<ul style="list-style-type: none"> 5. Pesca y acuicultura 6. Hortofruticultura 7. Nutracéutica 8. Estética 9. Azúcar 10. Farmacéutica 11. Forestal 12. Pulpa- papel- artes gráficas 13. Calzado- cuero- marroquinería
San Andrés	January 26	108	<ul style="list-style-type: none"> 1 MINCOMERCIO 4 DNP 	<ul style="list-style-type: none"> 1. Turismo sostenible 2. Implementación de la reserva de la biosfera SEAFLOWER 3. Agricultura productiva y sostenible 4. Fomento a la pesca artesanal 5. Desarrollo Ecoturístico
Nariño	February 3	420	<ul style="list-style-type: none"> 1 MINCOMERCIO 4 DNP 	<ul style="list-style-type: none"> 1. Lácteos 2. Papa 3. Turismo 4. Café 5. Fique 6. Panela 7. Palma 8. Pesca 9. Hortícola 10. Cacao 11. Mopa - Mopa 12. Coco
Atlántico	February 16	243	<ul style="list-style-type: none"> 1 MINCOMERCIO 4 DNP 	<ul style="list-style-type: none"> 1. Cluster de Servicios Logísticos 2. Fortalecimiento del Sector Turístico 3. Promoción del Sector Salud 4. Fortalecimiento del sector de Diseño y Confección 5. Reactivación del Sector Agroindustrial y Acuicultura 6. Promoción del Atlántico como polo receptor de nuevas inversiones. 7. Fortalecimiento del Desarrollo empresarial 8. Fortalecimiento del factor de Ciencia y Tecnología
Putumayo	February 22	102	<ul style="list-style-type: none"> 1 MINCOMERCIO 3 DNP 	<ul style="list-style-type: none"> 1. Cluster de la Agroindustria y la Biodiversidad 2. Creación de una cadena de Servicios Turísticos 3. Consolidar y Fortalecer las actividades alrededor de los Bosques
Caquetá	February 23	250	<ul style="list-style-type: none"> 1 MINCOMERCIO 3 DNP 	<ul style="list-style-type: none"> 1. Proyecto agroforestal para un millón de hectáreas 2. Productos forestales no maderables 3. Ecoturístico de la Amazonía 4. Café especial amazónico 5. Frutales amazónicos procesados 6. Productos elaborados en madera 7. Caucho natural técnicamente especificado 8. Peces ornamentales y de consumo
Magdalena	February 25	180	<ul style="list-style-type: none"> 1 MINCOMERCIO 3 DNP 	<ul style="list-style-type: none"> 1. Sector Agropecuario 2. Sector Agroindustrial (banano, café, palma, tabaco, cítricos) 3. Sector de Logística Internacional 4. Ecoturismo
Meta	February 25	658	<ul style="list-style-type: none"> 1 MINCOMERCIO 3 DNP 	<ul style="list-style-type: none"> 1. Desarrollo Agroindustrial de la palma 2. Turismo 3. Alimentos Balanceados: maíz y soya 4. Desarrollo Industrial de lácteos 5. Desarrollo Industrial de cárnicos 6. Potencial Exportador piscícola
Santander	February 28	155	<ul style="list-style-type: none"> 1 MINCOMERCIO 1 DNP 	<ul style="list-style-type: none"> 1. Agroindustrial 2. Servicios especializados de salud 3. Innovación tecnológica y aprendizaje. 4. Tierra de aventura (Turismo) 5. Manufacturas 6. Proteína animal 7. Petroquímica, minería y energía
Córdoba	March 1	140	<ul style="list-style-type: none"> 1 MINCOMERCIO 3 DNP 	<ul style="list-style-type: none"> 1. Cárnicos y lácteos 2. Turismo y artesanías 3. Pesca (acuicultura de peces y camarones) 4. Hortalizas y frutas

				<ul style="list-style-type: none"> 5. Muebles y maderables 6. Caucho y cacao 7. Minería (níquel, calizas y carbón) 8. Cluster Avícola
Cesar	March 1	134	<ul style="list-style-type: none"> 1 MINCOMERCIO 3 DNP 	<ul style="list-style-type: none"> 1. Palma de Aceite 2. Frutas y Tubérculos Tropicales 3. Cultura y Turismo 4. Cárnicos y Lácteos 5. Silvopastoril 6. Cereales (Arroz) 7. Cacao
Guajira	March 2	170	<ul style="list-style-type: none"> 1 MINCOMERCIO 3 DNP 	<ul style="list-style-type: none"> 1. Turismo 2. Pesca (Camaronicultura y Pesca) 3. Industrialización de la Sal
Bolívar	March 2	150	<ul style="list-style-type: none"> 1 MINCOMERCIO 3 DNP 	<ul style="list-style-type: none"> 1. Sector agroexportador y agroindustrial 2. Turismo diferenciado y posicionado con énfasis en el patrimonio cultural 3. Cadena petroquímica 4. Servicios de logística eficientes
Nte. de Santander	March 3	700	<ul style="list-style-type: none"> 1 MINCOMERCIO 3 DNP 	<ul style="list-style-type: none"> 1. Cadena Carbón 2. Cadena Cuero- Calzado 3. Agroindustria 4. Cacao 5. Salud 6. Forestal
Quindío	March 7	196	<ul style="list-style-type: none"> 1 MINCOMERCIO 3 DNP 	<ul style="list-style-type: none"> 1. Cadena de agroindustria 2. Consolidación de la cadena productiva de turismo 3. Cadena del software 4. Cadena de confecciones y marroquinería
Tolima	March 7	280	<ul style="list-style-type: none"> 1 MINCOMERCIO 1 DNP 	<ul style="list-style-type: none"> 1. Centro de atracción turística 2. Productor a nivel nacional de alcoholes carburantes a partir de la yuca y de la caña 3. Autosuficiencia y posible exportación piscícola 4. Autosuficiencia y posible exportación de proteínas de origen animal 5. Cafés especiales 6. Fortalecimiento del cluster de investigación, desarrollo tecnológico y formación agroindustrial 7. Aumento productividad y optimización costos del arroz 8. Impulso de Cadena Algodón - Textil – Confección
Risaralda	March 7	280	<ul style="list-style-type: none"> 1 MINCOMERCIO 4 DNP 	<ul style="list-style-type: none"> 1. Confecciones 2. Turismo 3. Alimentos 4. Cafés especiales 5. Agroforestal 6. Flores y follaje 7. Calzado 8. Mercados verdes 9. Salud 10. Metalmecánica 11. Software 12. Transporte 13. Comercio, servicios y logística
Caldas	March 8	202	<ul style="list-style-type: none"> 1 MINCOMERCIO 3 DNP 	<ul style="list-style-type: none"> 1. Infraestructura para el desarrollo tecnológico 2. Capital humano 3. Infraestructura vial y de transporte 4. Desarrollo institucional
Huila	March 9	406	<ul style="list-style-type: none"> 1 MINCOMERCIO 3 DNP 	<ul style="list-style-type: none"> 1. En 2020, Huila Emporio Agroindustrial: cafés especiales, frutales, cacao y tabaco 2. Turismo ecológico y cultural 3. Productos pesqueros provenientes de la acuicultura 4. En el 2020, consolidación del proceso de industrialización en forma racional y sostenible de fosfatos, arcillas y mármoles 5. Huila generador y comercializador de energía eléctrica para Colombia y América Latina
Cauca	March 11	216	<ul style="list-style-type: none"> 1 MINCOMERCIO 3 DNP 	<ul style="list-style-type: none"> 1. Agro cadenas 2. Cafés Especiales 3. Artesanías 4. Turismo 5. Forestal 6. Conglomerado Empresarial del Norte

				7. Minería 8. Software
Arauca	March 14	400	1 MINCOMERCIO 3 DNP	1. Cadena Productiva 2. Carne-lácteos 3. Cacao-chocolate 4. Plátano 5. Forestal 6. Turismo
Guaviare	March 17	124	1 MINCOMERCIO 2 DNP	1. Bienes exóticos amazónicos 2. Carne y leche bovina ecológica 3. Cluster de ecoturismo amazónico 4. Artesanías amazónicas 5. Bienes y servicios agroforestales
Casanare	March 30	195	1 MINCOMERCIO 2 DNP	1. Cadena ganadera (cárnicos y lácteos) 2. Cadena palma 3. Cadena forestal 4. Cadena piscícola 5. Cadena turística 6. Cadena arrocera
Amazonas	April 2	207	1 MINCOMERCIO 2. DNP	1. Canasta de productos amazónicos 2. Sector servicios ambientales 3. Cluster de servicios turísticos 4. Sector comercio nacional e internacional
Chocó	April 8	106	1MINCOMERCI O 3 DNP	1. Ecoturismo 2. Pesca y acuicultura 3. Achiote como producto promisorio 4. Banano – bocadillo como producto promisorio 5. Efecto invernadero 6. Minería responsable
Boyacá	April 8	247	1 MINCOMERCIO 2 DNP	1. Cadenas Agroalimentarias 2. Destino Turístico de Cultura y Naturaleza 3. Creación y Gestión de un Sistema Logístico de Transporte 4. Aprovechamiento de los principales recursos mineros 5. Productos del sector metalmecánico 6. Desarrollo de la Cadena Forestal 7. Centro tecnológico 8. Producción de artesanías

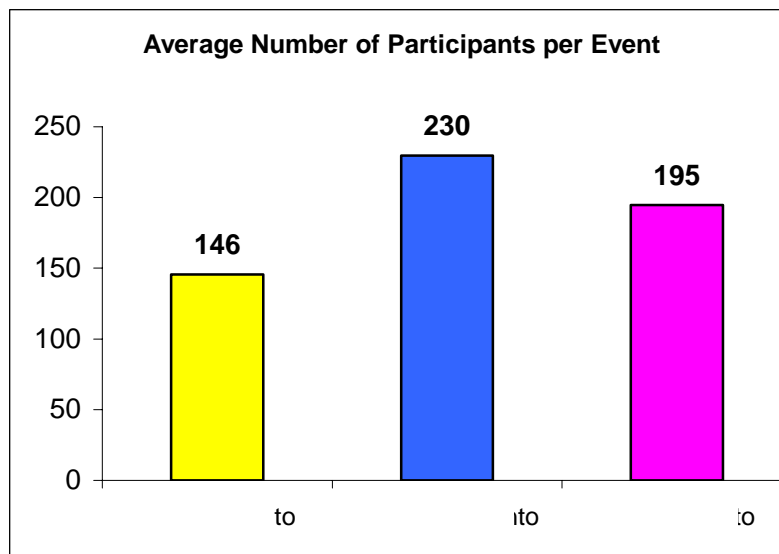


- **Participation During Phase 4: Competitiveness, Free Trade and Internal Agenda Forums**

Region	Dates -2005-	No. of Participants	Representatives GoC
Arauca	September 5	142	1 MCIT
			1 PROEXPORT
Risaralda	September 7	87	1 MCIT
			1 PROEXPORT
Armenia	September 8	208	1 MCIT
			1 PROEXPORT
Putumayo	September 12	75	1 MCIT
			1 DNP
Guajira	September 16	223	1 MCIT
			1 DNP
			1 PROEXPORT
Sucre	September 27	143	1 MCIT
			1 DNP
			1 PROEXPORT
Boyacá	September 30	297	1 MCIT
			1 DNP
			1 PROEXPORT
Amazonas	October 1	153	1 MCIT
			1 DNP
San Andrés	October 4	95	1 MCIT
			1 PROEXPORT
			2 DNP
Caquetá	October 5	113	1 MCIT
			1 PROEXPORT
			1 DNP
Cauca	October 7	136	1 MCIT
			1 PROEXPORT
			2 DNP
Chocó	October 10	198	1 MCIT
			1 PROEXPORT
			1 DNP
Norte de Santander	October 11	316	1 MCIT
			1 PROEXPORT
			1 DNP
Guaviare	October 12	250	1 MCIT
			1 PROEXPORT
			1 DNP
Tolima	October 13	319	1 MCIT
			1 PROEXPORT
			1 DNP
Buenaventura	October 14	216	1 MCIT
			1 PROEXPORT
			1 DNP
Caldas	October 8	142	1 MCIT
			1 PROEXPORT
			1 DNP
Magdalena	October 20	125	1 MCIT

			1 PROEXPORT
			1 DNP
Cesar	October 21	118	1 MCIT
			1 PROEXPORT
			1 DNP
Nariño	October 24	212	1 MCIT
			1 PROEXPORT
			1 DNP
Huila	October 26	270	1 MCIT
			1 PROEXPORT
			1 DNP
Bolívar	October 27	200	1 MCIT
			1 PROEXPORT
			1 DNP
Córdoba	October 28	190	1 MCIT
			1 PROEXPORT
			2 DNP
Atlántico	November 3	200	1 MCIT
			1 PROEXPORT
			2 DNP
Meta	November 2	488	1 MCIT
			1 PROEXPORT
			2 DNP
Santander	November 4	167	1 MCIT
			1 PROEXPORT
			2 DNP
Casanare	November 10	174	1 MCIT
			1 PROEXPORT
			2 DNP

Average Number of Participants in the Program's 27 Regions



2.2.2 Views and Perceptions on the FTA and the Internal Agenda

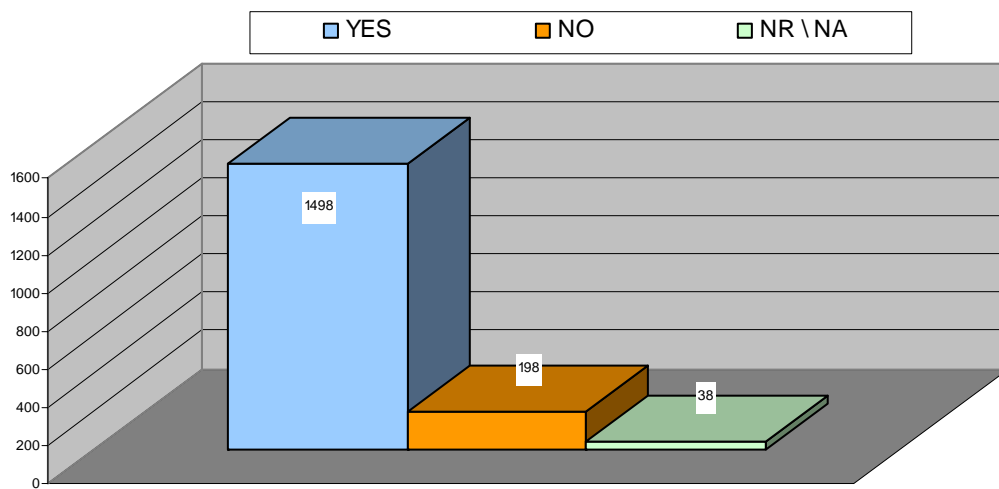
To measure the impact of the initiative and the changes in perception on the FTA and the Internal Agenda process, we performed surveys of program participants during phases 2 and 3 of forums. The main results are discussed below:

2.2.2.1 Perceptions during Phase 3: Internal Agenda Forums

During this phase 9 surveys were completed by participants with the following results:

- **Logistics and quality of information offered during the Open Forums**

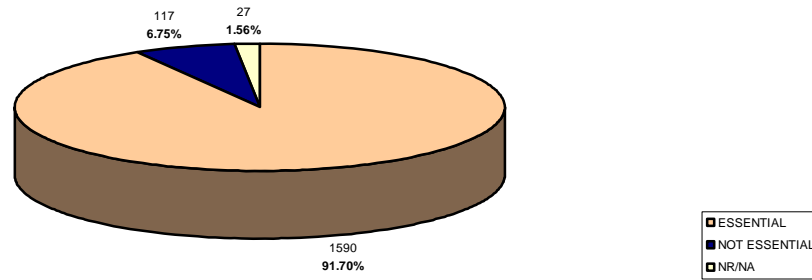
The level of Information offered at the Forum was Adequate



Satisfaction with the Forum's Logistics and Organization



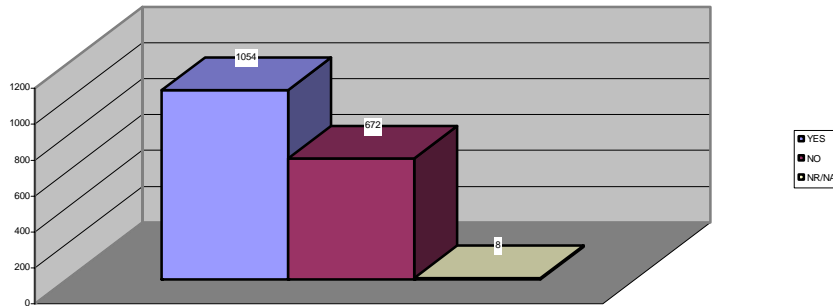
Perception on the Importance of the Information and Participation Initiative between the National Government, Local Authorities and Chambers of Commerce



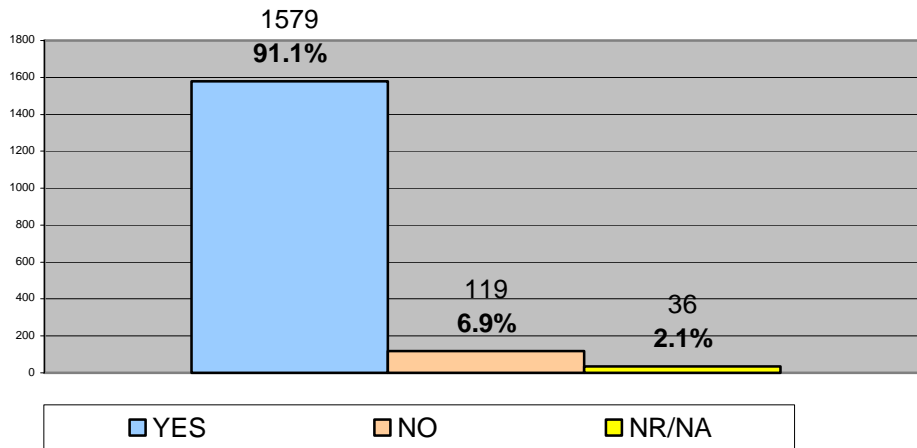
- Internal Agenda**

We asked participants their perceptions of the Internal Agenda Process and whether they had any knowledge of the process prior to the attended event.

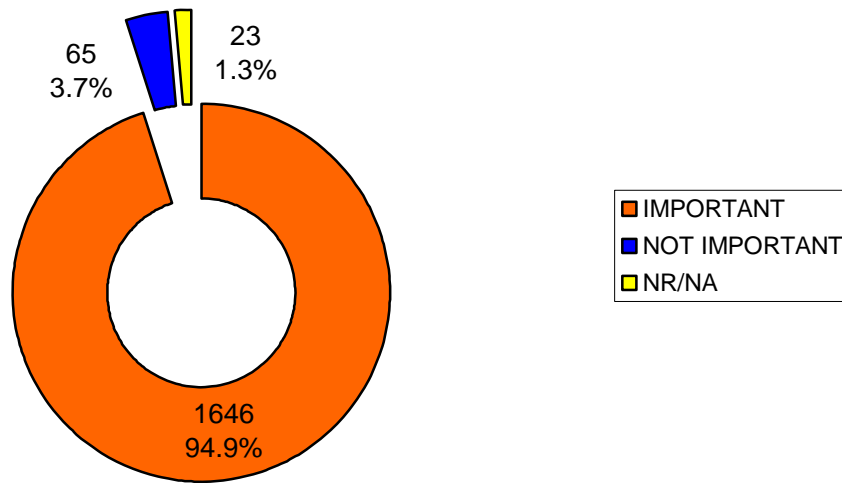
Knowledge of the Internal Agenda for Productivity and Competitiveness Before the Forum



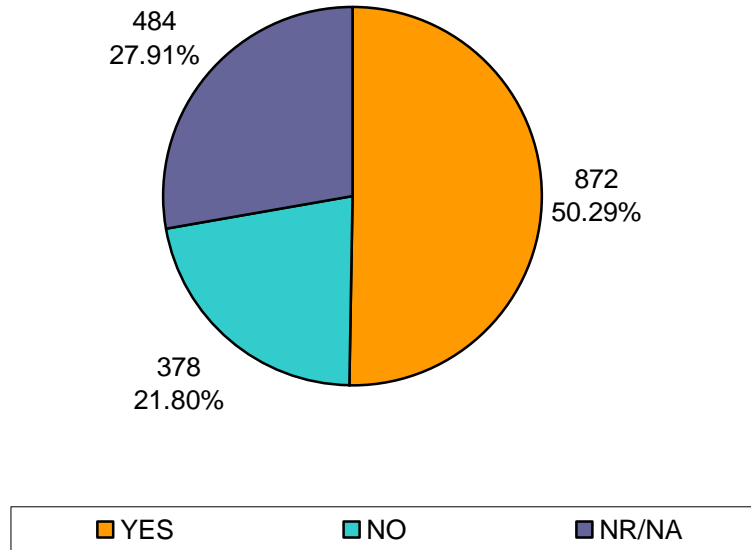
Understanding of the Proposal for Internal Agenda for Productivity and Competitiveness Presented by Each Department or Region



Importance of the Topics Included in the Proposals for the Internal Agenda Presented by Each Department/Region During the Forum



Willingness to Carry Out the Commitments Outlined in the Proposal for the Internal Agenda

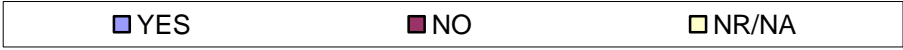
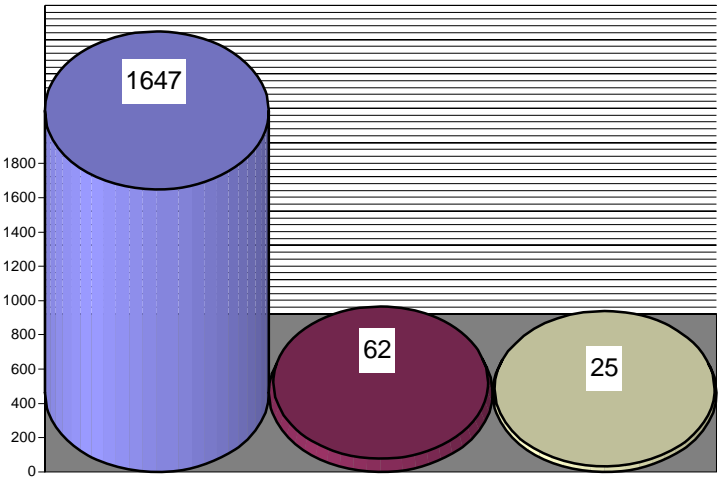


- **Free Trade Agreement**

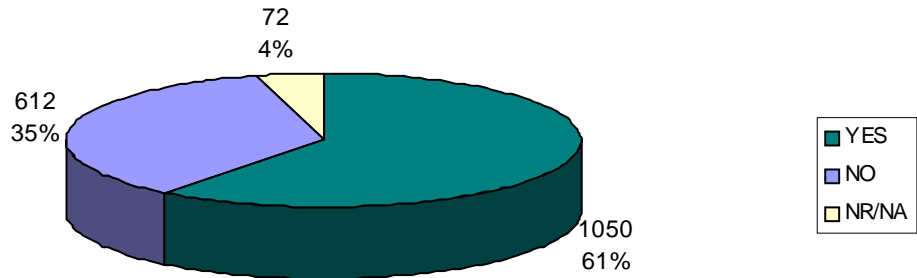
We consulted with participants regarding their desire to learn about the benefits and opportunities of the FTA, and whether they perceived a legitimate opportunity in their regions to take advantage of the FTA.

Although more than 90% of those surveyed expressed interest in learning more about the FTA, only 61% of them considered that there was an opportunity in their respective regions to benefit from the Treaty.

There is an interest in a better understanding of the economic benefits that the Free Trade Agreement offers your region



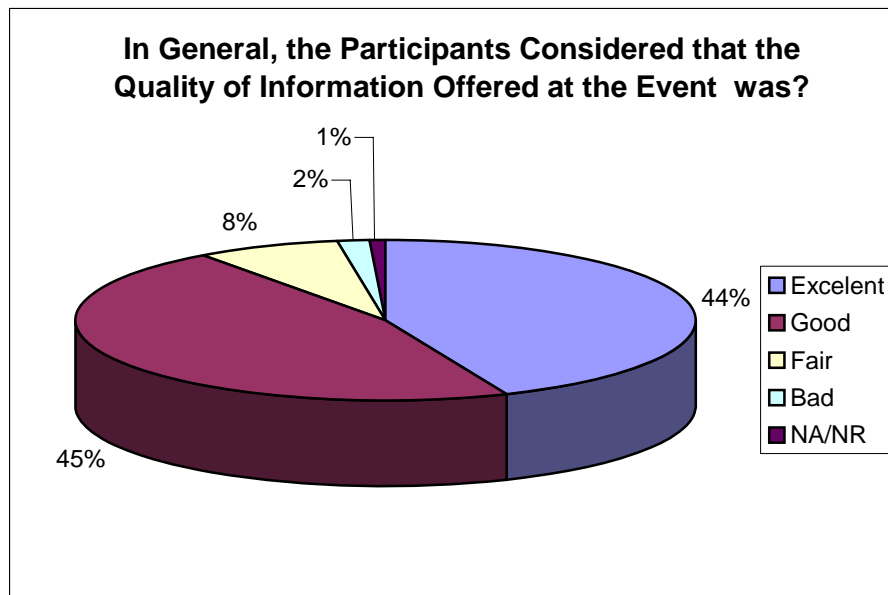
There is a willingness in your region to confront the challenges and opportunities offered by the Free Trade Agreement with the United States



2.2.2.2 Perceptions during Phase 4: Free Trade, Competitiveness and Internal Agenda

During this phase 946 surveys were completed by participants with the following results:

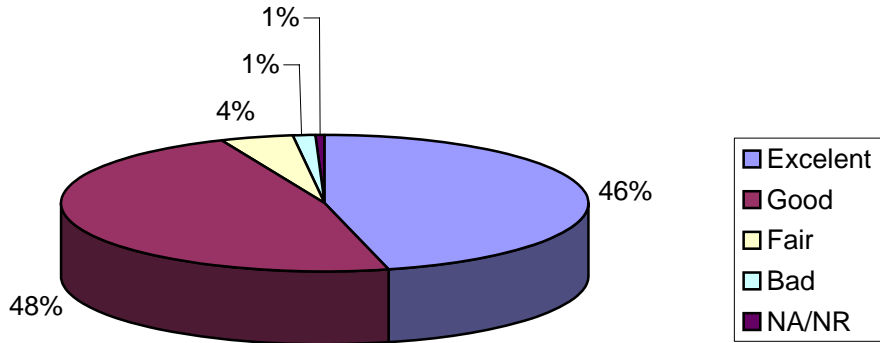
- Logistics**



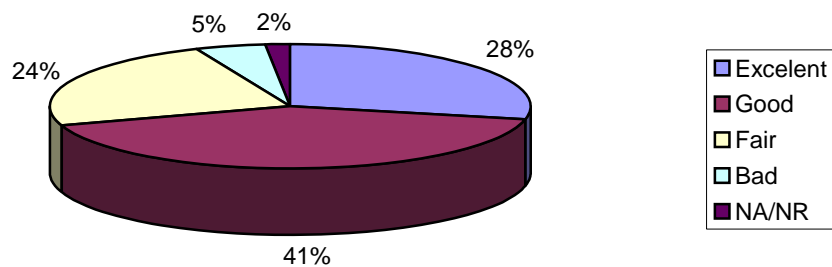
Effectiveness of the Participative Approach

94% of participants rated the participative process as good or excellent. Additionally, 69% of those surveyed estimated that the program played an excellent role in their regions as neutral facilitator of the FTA and Internal Agenda discussions.

The Participants Consider that the Participation Process Promoted by the Program has been?

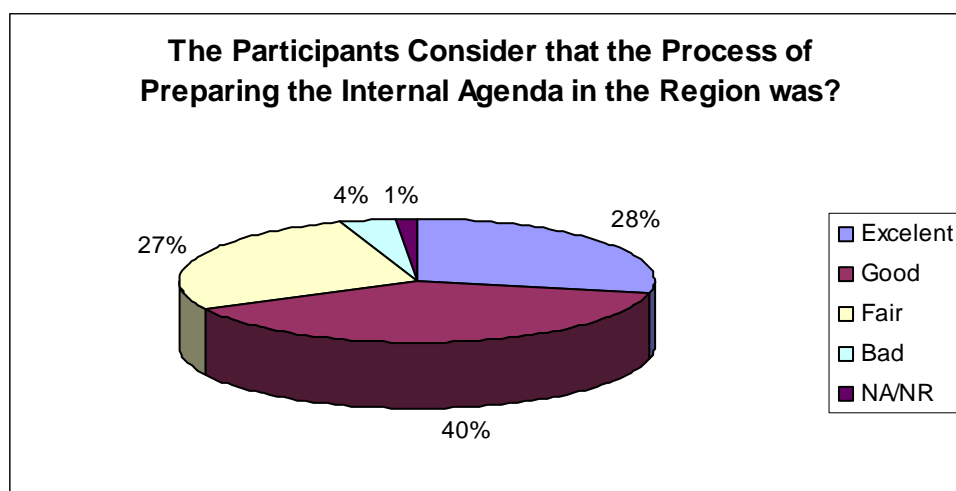


The Participants Consider that the Impact of this Program in their Region was?



- **Internal Agenda**

68% of participants considered that the process leading to the implementation of a Regional Internal Agenda through productive proposals prepared by the Advisory Committees then validated by participants in the Open Forums was excellent or good.



2.2.3 Regional Advisory Committees

2.2.3.1 General overview

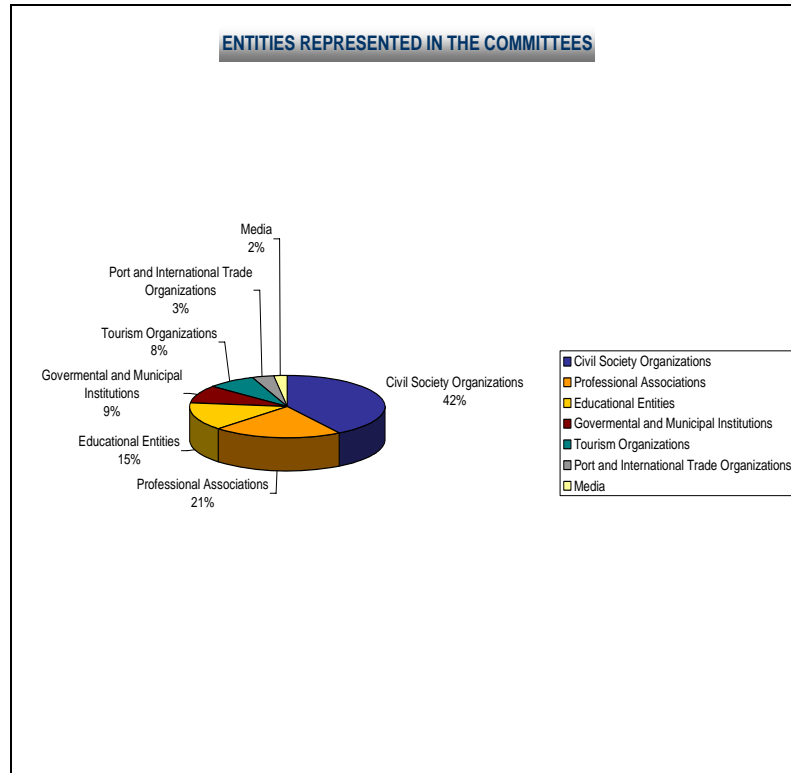
In the aggregate, 776 people participated as members of the Advisory Committees. These Committees met 898 times throughout the entire program.

Detailed Information on Advisory Committees

Region	No. of Committee Members at the Beginning of the Program	No. of Committee Members at the End of the Program	No. of Meetings Held
Atlántico	25	22	11
Bolívar	25	30	30
La Guajira	16	8	24
Córdoba	35	20	18
Magdalena	25	25	40
Sucre	25	22	40
Cesar	27	17	80
San Andrés	12	30	69
Arauca	8	8	17
Meta	87	15	84
Amazonas	17	16	25
Putumayo	5	5	6
Guaviare	21	7	29
Casanare	60	30	58
Caquetá	43	25	16
Santander	9	16	96
Norte de Santander	57	12	25
Tolima	35	50	29
Boyacá	45	25	12
Huila	20	12	36
Quindío	8	22	35
Risaralda	20	20	22
Caldas	12	28	14
Nariño	5	245	35
Cauca	13	17	12
Buenaventura	27	18	13
Chocó	19	31	22

TOTAL	701	776	898
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For a detailed list of groups represented in the Committees **refer to Annex 2**



2.2.4 Journalist Training Workshops⁵

We organized 4 workshops for regional and national journalists. Workshops were held in Bogotá on Saturdays to allow for journalist to concentrate exclusively and without interruptions in Free Trade issues. The structure of the workshops were, in general, as follows: (i) a presentation by an international speaker and a Q&A session; (ii) individual presentations by Mincomercio's Lead Negotiators in different areas; (iii) a lunch to foster informal discussions and Q&A with the Negotiating Team; (iv) workshops ended with an open discussion with the Chief Negotiator – Hernando Jose Gomez- and a roundtable with him, the International Speakers, and in some cases, representatives from the Private Sector. The latter were invited to share their views on the impact of the FTA on their industries.

2.2.4.1 Objectives

- Train journalists from Bogotá and the regions on FTA related issues so that they can provide truthful and reliable coverage on the negotiation and the challenges and opportunities posed by the treaty.
- Give journalist the tools to provide neutral coverage of FTA issues.

⁵ Additionally, Mincomercio had already organized Journalist Training Workshops on March, September and December, 2004.

- Provide participating journalists with an international perspective of the negotiation and the benefits and opportunities offered by the treaty in different subject matter areas.
- Foster candid discussions and an open line of communication between journalists and members of the Negotiating Team that would result in more accurate and objective coverage of FTA issues.
- Encourage civil society participation in the process through comprehensive coverage of program activities and invitations to program events.
- Contribute to the development of action plans on the challenges and opportunities of the Free Trade Agreement within their own communities.

Topic	Dates	International Speaker	No. of Participating Journalist
Intellectual Property	April 9, 2005	Cesar Parga, OAS	58
Market Access and Cross Border Services	May 21, 2005	Anabel González, Chief Negotiator Cafta-DR, Costa Rica	62
Technical barriers to trade Sanitary and Phytosanitary Measures	August 6, 2005	Fernando Ocampo, Negotiator, CAFTA-DR, Costa Rica	56
Competitiveness and Status of the Negotiations	December 3, 2005	No Internacional Speaker at the request of GoC	52

2.2.4.2 Selection Criteria

Journalist trainees were selected by the Ministry of Commerce from a list of journalists covering the FTA and the economic/financial sections of major national and regional newspapers and media. Additionally, press directors from public institutions and major professional economic organizations (gremios) are invited so they can replicate the expertise acquired in their own institutions. For a list of participating journalists please refer to **Annex 6**

2.2.4.3 Opinion Makers Forum

With the purpose of reaching out to opinion makers in the press and civil society, we organized a forum in October, 2005 in Bogotá. International speakers shared their countries' experiences during their own FTA negotiations. Alberto Trejos of Costa Rica, and Jaime Zabludovsky of Mexico were principal speakers. Additionally, we held a roundtable and Q&A session with the Minister of Commerce, Jorge Humberto Botero and the Minister of Social Protection, Diego Palacios.

47 people participated in the forum, mostly media owners, editorialists, private sector leaders and Academia. They presented their questions and shared their views on different issues such as intellectual property, the impact of FTA on the culture and entertainment industries, benefits of the Treaty for consumers, etc.

2.2.4.4 Media Coverage (free press) Per Region

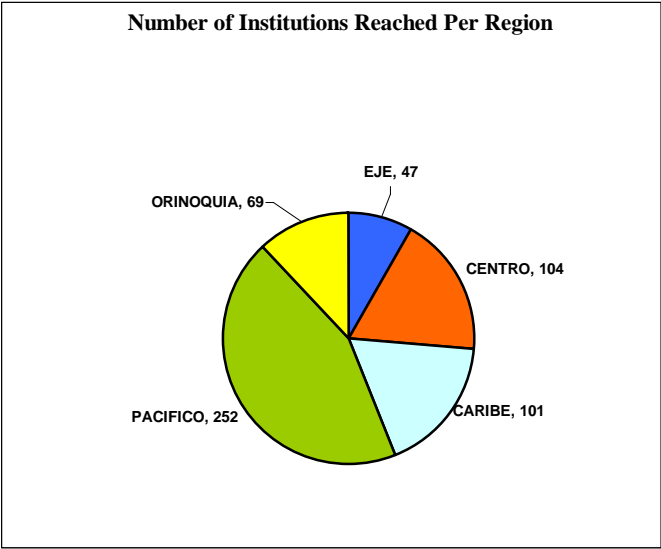
A total of 475 articles related to the initiative were published in printed media. Additionally, the program was the subject of 755 reports in radio, television and electronic media. Media coverage was useful to disseminate information to people not able or willing to participate in program

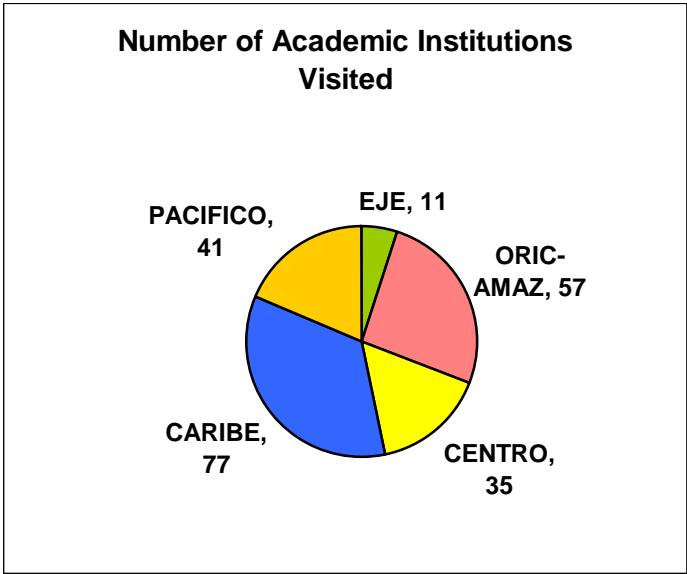
activities. In some cases, for example, the media featured interviews with our international speakers. In others, journalists summarized the issues discussed during open forums and the responses from GoC representatives. Most importantly, media coverage served as a tool to spread the word about the program encouraging local leaders to engage in its different modules.

2.2.5 Outreach with Community Groups and Academic Institutions

Local Coordinators made *one-to-one* presentations to 384 community groups. These groups were identified by the Local Coordinators based on their interest about the FTA. In some cases, the groups themselves approached the Coordinators for information about the status of the negotiation and the Internal Agenda which prompted the presentations.

Additionally, Local Coordinators visited a total of 221 academic institutions whose students and teachers received information about the FTA and the Internal Agenda. These visits were prompted in part by the fact that some groups opposing the FTA were using students in their protests against the Treaty. In some other cases, schools themselves requested information on the FTA. Finally, youth participants from the culture of lawfulness program of the Colombian General Attorney’s Office participated as observers during Open Forums and Advisory Committee meetings in Barranquilla.





Refer to Annexes 3 and 4 for a list of groups and academic institutions visited.

3 CHALLENGES DURING IMPLEMENTATION

The number of partners, the fluid nature of the FTA negotiation process and the ongoing development of the Internal Agenda presented logistical challenges during execution of the program. For example, during Open Forums we faced difficulties with travel coordination and last minute cancellations from government speakers who were needed in negotiations on the FTA or other matters. In rare cases, we received complaints from local advisory committees because of the need to reschedule a forum. In some other cases, government speakers were considered too inexperienced, resulting in criticism by participants. In large part, these occurrences were rare and were addressed immediately by program management at the trust, either through direct communication with the receiving community or with the government.

We are glad to report that despite initial concerns regarding the polarizing nature of the FTA as a political issue, we did not encounter any political or grass roots opposition to the program. Quite contrary, in all 27 regions where the program was implemented, the communities gave the project a warm reception and were grateful to see high level international speakers and GoC representatives speaking to them candidly on the status of the negotiation and Internal Agenda issues. Credit for this is due in large part to the substantial cooperation exhibited between project partners as well as the neutral and respectful approach of the OAS and other international experts participating in the program.

COST SHARING, SUSTAINABILITY AND REPLICABILITY

3.1 Cost Sharing

An indicator of the success of the program was the Trust's capacity to leverage matching contributions from partners and participants. The **MinComercio and DNP** provided experts, content, covered the cost of travel for their representatives to the regions and provided technical assistance for training modules and materials. Additionally, each entity designated advisors to work in the supervision and planning of the program.

The **DCTC/OAS** provided expertise from its Director and staff in the planning and design of the program, technical assistance during its execution, and a valuable link with international speakers who reduced or waived their honoraria.

Through our partnership with **Confecamaras** and the local chambers of Commerce we were able to reduce substantially the costs of logistics. Indeed, the local Chambers contributed with space for the open forums which originally were planned for 25 to 50 people each and ended with an average of 150 to 200 people each. Additionally, presidents of the local chambers contributed their time and contacts which resulted in more participants and a higher impact in the regions.

Finally, Civil Society in general made an important contribution to the program, leveraging the funding provided by Mission. For example: Members of the Advisory Committees voluntarily joined the initiative and received no payment for their time in attending meetings, organizing and promoting participation (898 during the entire program). Finally, media coverage of the program and activities was prolific and served to foster participation in program activities and to disseminate information about the FTA and Internal Agenda.

3.2 Sustainability

From its inception, sustainability of the initiative was linked to creating and maintaining a strong network of Advisory Committees. While during the initiative the Committees focused on fostering a participative process leading to the implementation of the FTA and Internal Agenda in their regions, their members always understood that such Committees were to serve a greater goal: To become a channel for dialogue between Civil Society and Government on all issues affecting the citizenry. Consistently we found that committee members learned to work together like never before, solving problems related and even unrelated to the program in a proactive manner. They also established strong ties with local governments and gained the respect of the most important community groups in their regions. With continuous encouragement and support from the GoC, these groups can continue to serve as a channel and link between government and civil society at the regional level.

3.2.1 Sustainability of the Advisory Committees

During the program, Advisory Committees worked to develop different models of sustainability applicable to the needs of their regions. Four general approaches were developed with the help of facilitators and taking into account the suggestions made by GoC:

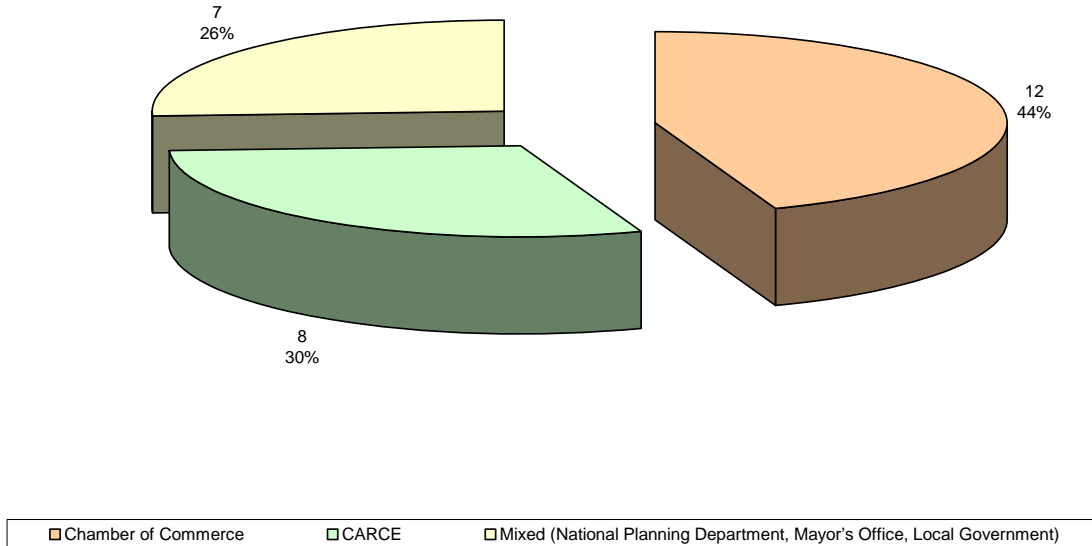
- The Advisory Committee continues working with the support of the Local Chamber of Commerce who provides for logistics and appoints a representative to coordinate its activities.
- The Advisory Committee merges into an already existing structure that will assume its duties. This was the approach originally suggested by Mincomercio for regions with strong and active Carces.
- The Advisory Committee continues working with the support of a group of entities jointly responsible for its operation and logistics. (I.e. partnership between local Chambers of Commerce, the Mayor's and Governor's offices and/or the local Planning Department Office.
- Management of the Advisory Committee is given to its own members who will decide on the methodology and periodicity of meetings. Under this scenario, Committees are to appoint a technical secretary who will run the meetings and represent them at the local and national levels.

During the second half of 2005 the Trust began working towards the implementation of one of these models of sustainability for each committee. As a result we have commitments from regions on the following regions:

- 12 Advisory Committees will continue working under the Chambers of Commerce
- 8 Advisory Committees will merge into the Carces
- 7 Advisory Committees will continue working with the joint support of the Chamber of Commerce, the Local Planning Office, and Offices of the Mayor and Governor.

Long term sustainability, however, can only be achieved with the strong commitment from the GoC to continue communications and interactions with the Committees and to consider its members as the civil society representatives on Internal Agenda and competitiveness matters. Without continued interaction the Committees will lack a real mandate and run the risk of becoming defunct. As expressed by one participant *“As long as there is something to discuss and the government is willing to hear what we have to say, [the committees] will continue working indefinitely”*.

Responsible for the Operation of the Committee in the future

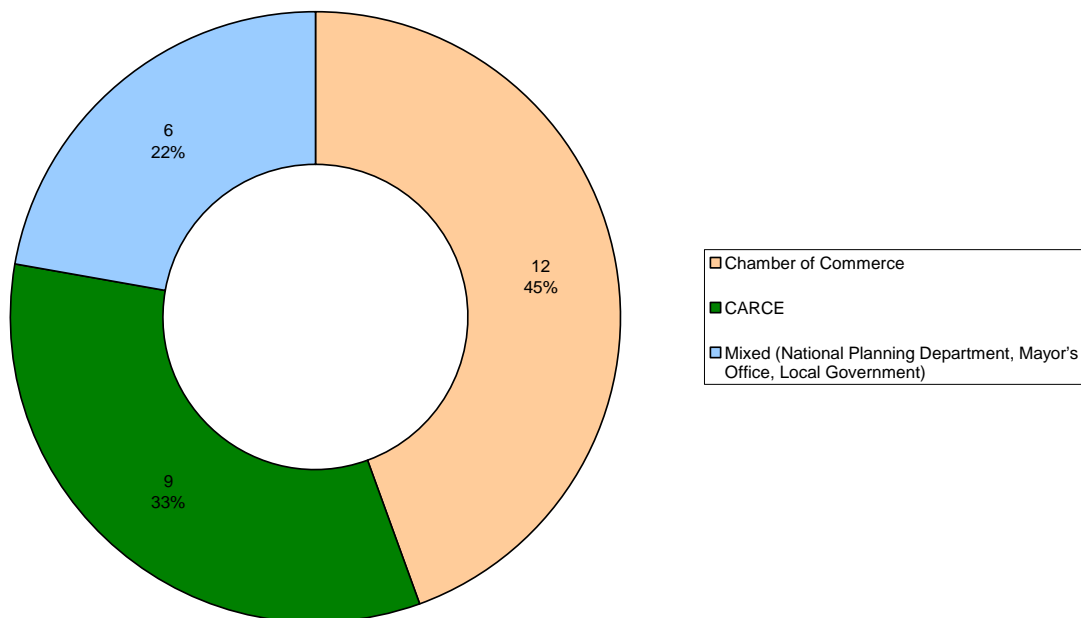


For a detailed description please refer to **Annex 7**

3.2.2 Local Coordinators

The Trust and partners made every effort possible to ensure that Local Coordinators hired during the program would continue working with the Advisory Committees in promoting the FTA and implementing the Internal Agenda beyond execution. This was not an obligation stated in the grant, nevertheless, through alliances with the chambers of commerce and with support from the DNP, Mayor's and Governor's offices, we were able to ensure the continuance of 15 Local Coordinators who will continue working with the Advisory Committees in their regions. For the other 12 regions, the duties of the Local Coordinators would be assumed by a technical secretary appointed by the Committees and under the supervision of the local chambers of commerce and DNP. The latter has agreed to strengthen the Committees in these 12 regions with training workshops and visits from government officials. Unfortunately, Mincomercio, the entity who pushed the most for the continuance of the Local Coordinators has not been able to make a commitment in this regard.

Responsible for Ensuring the Continuity of Local Coordinators



For detailed information on sustainability of the Advisory Committees and continuance of Local Coordinators, refer to **Annex 7**

3.2.3 Website and Journalist Training

Mincomercio has made a commitment to continue offering training workshops to the same groups of journalists trained under the CSFT program. Additionally, Mincomercio will continue hosting the FTA and Civil Society website with information regarding the implementation of the Treaty.

3.3 Replicability

The Trust for the Americas/OAS believes that this program could serve as a model for future civil society programs in Colombia and throughout Latin America, emphasizing participation and localized strategy building. Furthermore, the model and the established networks of advisory committees could be used more broadly by the Colombian Government as a method of consultation and participation for major decisions concerning the future in Colombia, including on issues related to Human Rights, Alternative Development and other issues of primary importance to the Colombian Government.

4. LOOKING FORWARD

Relying on the principle that it is best to provide the populace more information rather than less in the face of difficult political issues, the CSFT project laid a foundation for sustained dialogue between civil society and the Colombian government on the competitive future of Colombia. It is critical that this dialogue continues.

The following are some observations regarding the project and potential opportunities for strengthening the channels of cooperation between the Government of Colombia and its populace on issues related to economic growth and competitiveness in the coming years.

- The government must continue and even strengthen its channels of dialogue with regional civil society representatives. The current regional advisory committee system as developed in this project provides a ready infrastructure for the GoC to continue a meaningful exchange of information with civil society. The GoC must commit to continuing this process.
 - As part of the roll out of the Internal Agenda, the GoC should return, in-person via public forums, to the same communities reached during the CSFT program. The Agenda should be explained in detail; and, the particular proposals of each community, including whether or not they were addressed in the Agenda, must be explained.
 - The GoC can leverage the CSFT advisory committee structure and additional public forums to develop and promote its 2019 initiatives. Continuing public forums would also aid GoC efforts toward domestic ratification of the FTA.
 - Continued training of and informative sessions with the regional and national press is critical as the FTA is debated domestically and moves toward ratification by the legislature and constitutional committee.
 - At the earliest opportunity, the GoC must execute select rapid result initiatives under the Internal Agenda. Such efforts will provide momentum for local communities to implement their own reforms under the plan and will serve to validate the underlying process.

It is now an accepted principle that developing countries must build their supply-side capacity and underlying trade infrastructure if they are to thrive in an era of global competition.⁶ In order to build such capacity, it follows that practical and relevant plans for the realignment of internal infrastructure and business practices must be developed at the country level. Meaningful civil society participation is critical to this process. The CSFT program's critical role in assisting the Colombian government to develop their Internal Agenda for Competitiveness will serve as a model of best practices to other developing countries as they transition to a global marketplace.

⁶ Ministerial Declaration, adopted 18 December 2005, Ministerial Conference (6th Session) Doha, World Trade Organization. Page 11, Discussions regarding "Aid for Trade", ". . . Aid for Trade should aim to help developing countries, particularly LDCs, to build supply side capacity and trade related infrastructure that they need to assist the, to implement and benefit from WTO Agreements and more broadly expand their trade."

REGIONAL COORDINATORS

Region	Name of Coordinator	Profile	Observations
Amazonas	Ligia Paola Porras	Internacional Affairs Professional	Experience in implementing regional development projects.
Arauca	Margarita Parales	Economist – Universidad Javeriana	Specialist in topics related to his region.
Quindío	Blanca Edilma Castillo	International Trade Professional– Universidad Antonio Nariño	Experience in managerial training in areas related to trade (exports, imports).
Atlántico	Giselle Álvarez	Lawyer – Universidad Javeriana de Bogotá	Legal Consultant.
Santander	Edgar Alberto Vargas	Business Administration Technician- Universidad Industrial de Santander.	Experience in regional tourism development.
Buenaventura	Marlon Mosquera Balanta	Business Administration Professional – Universidad del Valle	Experience in Project development.
Bolívar	Luís Fernando López	Economist – Universidad de Cartagena.	Economic Consultant.
Casanare	Natalia Rodríguez	Marketing Professional– Universidad de Manizales	Experience in implementing regional projects. Replaced Carlos Wilbar Rojas in march 2005.
Nte. De Santander	Pilar Eugenia Ramírez	Business Administration Professional – Universidad Francisco de Paula Santander	Economic and Trade Consultant.
Tolima	José Noel Barragán	Economist– Universidad La Gran Colombia	Experienced Economic Researcher.
Caquetá	Esperanza Cuellar	Business Administration Professional – Universidad de la Salle	Experience in business management.
Guajira	Danis Brito	Statistician – Universidad de Medellín.	Experience in regional development and teaching. Replaced Luis Mendoza in May 2005.
Caldas	Luz Helena Ramírez	Economist – Universidad de Manizales	Experience in business management
Córdoba	Fredis Alfonso Herrera	Industrial Engineer– Universidad Nacional de Colombia	Experience in business management.
Huila	Mario Andrés Prado	Economist – Fundación Universitaria de Popayán	Experience in Project development.
Nariño	Andrea Zambrano	Business Administration Professional - Universidad de Nariño	Experience in project development. Replaced Lucio Franco Braco in January 2005.
Risaralda	Juliana Amaya	International Negotiator - Universidad EAFIT Medellín	Experience in International Negotiations with emphasis on international trade.
Cauca	María Fernanda Moreno	Business Administration Professional – Universidad del Cauca.	Experience in Project development.
Putumayo	Rubén Darío Pinzón	Sociologist – Universidad Nacional de Colombia	Experience in Project development
Chocó	Myrna Parra Mosquera	Industrial Engineer – Universidad Industrial de Santander.	Experience in teaching and business development. Replace Lila Maria Sierra in December 2004.
San Andrés	Maritza Taylor	Business Administration Professional – Universidad Jorge Tadeo Lozano	Experience in business management. Replaced Carlos Ignacio Rodriguez.
Guaviare	Adriana Yaneth Benítez	International Trade Specialist– Universidad Antonio Nariño	Business Consultant
Magdalena	Angélica Montoya Berben	Lawyer- Universidad libre de Barranquilla	Experience in managing business development projects.
Sucre	Roy Eduardo Vanegas	Business Administration Professional – Universidad Autónoma del Caribe.	Experience in designing and implementing development plans.

Boyacá	Leonardo Mejía	Business Administration Professional – Politécnico Grancolombiano	International Trade Specialist.
Cesar	Carlos Ariel Sierra	Business Administration Professional – Escuela de Administración de negocios - EAN	Experience in designing and implementing projects.
Meta	Miriam Barbosa	International Economist– Diversidad Autónoma de Colombia	International Trade Specialist. Replaced Sonia Pabon.
Asistente Del Programa	Alejandra Gutiérrez	Economist – Universidad de los Andes	Economic Analysis Expert.
Coordinador Nacional	Francisco Javier Mejía	Economist – Universidad Nacional	Expert in regional topics, competitiveness and economic analysis.

6 ANNEX # 2

ENTITIES REPRESENTED IN THE ADVISORY COMMITTEES

1	Chambers of Commerce of the 27 regions that are part of the program
2	Local Governments and State Planning Departments of the 27 programs that are part of the program.
Educational Organizations	
3	Universidad del Valle
4	Universidad del Pacífico
5	Universidad Antonio Nariño
6	Universidad Tecnológica de Bolívar
7	Universidad de Cartagena
8	Universidad Francisco de Paula Santander
9	Universidad Simón Bolívar
10	Universidad Libre
11	Universidad de Santander
12	Universidad San Martín
13	Universidad de Pamplona
14	Universidad de la Amazonía
15	Universidad de Córdoba Unisinú,
16	Universidad Pontificia Bolivariana
17	Universidad Luis Amigó
18	Universidad Surcolombiana
19	Universidad Cooperativa
20	Universidad Tecnológica de Pereira
21	Universidad Nacional
22	Universidad de Sucre
23	Universidad Santo Tomás
24	Universidad del Cauca
25	Universidad popular del Cesar
26	Unisinú
27	ESAP
28	Colegio mayor del Cauca
29	Colegio Luis Amigó
30	SENA
31	Universidad La Gran Colombia, Regional Quindío
32	Universidad del Quindío
33	Universidad Cooperativa de Colombia, Regional Quindío
34	Escuela Superior de Administración pública, Regional Quindío
35	Corporación Andina de Altos Estudios
36	IFEC
37	Universidad de los Llanos
38	UNAD
39	Universidad Tecnológica del Chocó
40	UNISARC
Ports and Trade organizations	
41	ASOPORTUARIAS
42	Zona Franca
43	Sociedades Portuarias
44	Regionales de Mincomercio
45	Regionales de Proexport
46	Fundación Sociedad Portuaria Regional de Buenaventura
47	Puerto Industrial de Aguadulce
48	Complejo Portuario Industrial de Buenaventura S.A.
49	Sociedad Portuaria de Córdoba
50	Sociedad Portuaria de Tumaco
Professional Organizations	
51	Asociación de Ingenieros
52	Sociedad Colombiana de Arquitectos
53	Sociedad de Contadores
54	Sociedad de Ingenieros
55	Gremio de Ingenieros
Media	

56	Colegio Nacional de Periodistas
57	Circulo de Periodistas de Riohacha
58	Periodistas Independientes de Riohacha
59	Periódico el Universal
60	RCN
61	El meridiano
Committees, and Associations	
62	ANDI
63	FENALCO
64	ACOPI
65	ASOHOFRUCOL
66	Fedecacao
67	Comité de Cafeteros
68	Comité Intergremial
69	Asopimex
70	Asobari
71	Casacón
72	Colfecar
73	Asodrogas
74	Corpoica
75	Corpoamazonía
76	Fedecafé
77	Cofema
78	Asoheca
79	Acuica
80	Fedegan
81	Acosadle
82	Fenalce
83	Ganacor
84	Comités Departamentales de Cafeteros
85	Asocarneros
86	Fedetabaco
87	AEFIT (Asociación de Entidades Financieras de Tunja)
88	Centro Para el Desarrollo Sostenible de Boyacá
89	Acicam
90	Sector químico. Fendipetroleo (representantes de junta directiva Atlántico)
91	Cámara de Comercio Chinchina
92	Fedepanela
93	Paneleas de Caldas
94	Cámara de Comercio de Ipiales
95	Cámara de Comercio de Tumaco
96	Fedetabaco
97	Fedearroz
98	Fedepalma
99	Asmegran
100	Asmevill
101	Agameta
102	El meridiano
Tourism Organizations	
103	Coordinaciones Municipales de turismo
104	Fondo de promoción Turística
105	Cotelco
106	Representante del Fondo de Promoción Turística
107	Asoprocaucho
108	Asogeg
109	Fedeprag
110	Tulasi
111	Catumare
112	Fundesatur
113	Producecaribe
114	Dirección de cultura
115	Interhuila
116	Corporación Turismo de Cartagena de Indias
117	Camarón Wayuu
118	Awarraija Tours
119	Fondo Mixto de Promoción Turística de Arauca
120	ASHOTEL, Magdalena
121	Grupo de Investigaciones en Desarrollo Turístico de la Universidad. Del Cauca

122	Dirección Instituto de Cultura y Turismo, Manizales
123	Admón. Turística U.C.M
Foundations and Organizations	
124	Probarranquilla
125	Fundelpa
	Unigrado
126	Fitac
127	Comfamar
128	Fedesarrollo
129	Fundación DIG
130	ECOSFERA
131	Corpotunía
132	Crepic
133	Corpocauca
134	Empresarios de Parque Soft
135	Proware
136	Corfimujer
137	Fundebe
138	Asamblea de La Guajira
139	Fondo Ganadero del Tolima
140	Comité de Ganaderos del Tolima
141	Comité de Ganaderos de San Vicente del Caguán
142	Comité de Ganaderos del Caquetá
143	Fundación Forumurbano
Government Agencies	
144	Consejo Regional De Competitividad Para Arauca
145	Empresa de Energía de Arauca, ENELAR
146	Secretarios despacho de la administración de la Alcaldía de Leticia
147	Alcaldía Distrital de Barranquilla
148	Asamblea Departamental, Atlántico
149	Consejos municipales
150	Alcaldía de Cartagena
151	DIAN
152	Invías
153	Agencias Locales de Desarrollo
154	Cormacarena
155	Corpometa
156	Consejo Municipal, Valledupar
157	Alcaldía de la Unión
158	Municipio de Buenavista
159	Umata Morroa
160	Umata Ovejas
161	Alcaldía de providencia
162	Asesoría en Asuntos Mineros de la Gobernación del Cauca
163	Alcaldía de Tumaco
164	CORPOICA
165	INCODER
166	CORPOCALDAS
176	Infimanizales
Other Organizations	
177	Diócesis de Buenaventura
178	Minuto de Dios
179	ONG Pertum,
180	ONG Vox Populi
181	Movimiento Político Mira
182	Asocambios
183	Corporación Andina
184	lonja de Propiedad Raíz
185	JCI
186	Sociedad de Mejoras Públicas
187	Cians
188	Planes y Planes
189	Gremio de transportadores
190	Coodegm
191	Corporación de los Valles del río Sinú y San Jorge (CVS)
192	ASDEMIN
193	ICA

194	IICA
195	INCORA
196	Cámara Júnior de Buenaventura
197	INCUBARHUILA
198	CAM
199	CODECYT
200	Programa Manos de Oro
201	Escuela Taller Popayán
202	Amunorca
203	Telecom.
204	CRC
205	Caucacyt
206	Profique
207	Crepic
208	Red de Experiencias Ambientales
209	Coralina
210	FUNDESAP
211	INCODER
212	CDA
213	Fondo Mixto de Cultura
214	Secretaría de Cultura y Turismo
215	Cooperativa de buses.
216	Comisión Consultiva Comunidad Raizal
217	Sindicato del ICBF
218	Alcaldía de Morroa
219	ANUC Sucre
220	Asotasucre
221	Alcaldía de Coloso (José Miguel Ochoa)
222	Empresa Abejas y Miel Ltda.
223	Centros Provinciales de la Sabanas
224	ANPY
225	UPTC
226	CUT
227	Carce´s
228	Ifeg
229	Unidad de Parques
230	Cohofrut
231	Incubarcesar
232	Misión Animar
233	Asohofrucol (Asociación de productores de frutas y hortalizas)
234	Centro Provincial de la Sabana
235	Creales
236	Unimeta- Cenipalma
237	Cordepaz
238	Corporación Tierra Mágica
239	Cabildo verde
240	Fundeban
241	FUNDESAP
242	CORALINA
243	Manos de oro
244	Alianza cociendo futuro
245	C.C. Ganadera. S.A.
246	Incubar
247	Manisol
248	G&D. Ltda.
249	PROCUENCA

250	CENICAFE
251	Comerfila
252	Asohumea
253	Asoartellano
254	Fedemimeta
255	Corporación Fuerza Oxigeno
256	2. Nuevo Horizonte
257	Fundación Carvajal
258	Incoder
259	Amegis
260	Fundecosabanas
261	Codecyt
262	Asota sucre

7 ANNEX #3

ORGANIZATIONS THAT PARTICIPATED IN OUTREACH ACTIVITIES

	NUMBER	NAME
AMAZONAS	11	1. Local Government
		2. Mayor's Office
		3. Sinchi
		4. Amacayacu Park
		5. Corpoamazonía
		6. Local Government Indigenous Affairs Office
		7. Trust for the Promotion of Tourism
		8. Communal Action Board
		9. Entrepreneurs
		10. Teachers
		11. Students
ARAUCA	8	1. Communal Action Board
		2. Entrepreneurs
		3. Teachers
		4. State Planning Department
		5. Department of Public Works
		6. Consejo Regional de Competitividad Departamental, CREAM
		7. CID Universidad Nacional, Sede Arauca
		8. Asociación de Educadores de Arauca, ASEDAR
QUINDÍO	17	1. Cadena Productiva de la Guadua
		2. Department of Agriculture
		3. Cafés Especiales de la Cordillera con la empresa Arabicas S.A
		4. Municipios de la Cordillera
		5. Buenavista, Cordoba, Pijao, Genova, Salento and Calarca Municipal Associations
		6. Members of the Centro Provincial Acordemos, de los municipios de la Cordillera.
		7. Members of the Comité Intergremial
		8. Members of the Carce Quindío
		9. Department of Tourism
		10. Quindio State Assambly, Armenia Municipal Council
		11. Micro-entrepreneurs from the agro-industrial sector
		12. Members of the software chain
		13. Asociación Empresarios Rurales de Filandia
		14. Junta de Comerciantes y alcaldía de Calarcá
		15. Asociación de Universidades del Quindío
		16. Technology and Science State Committee
		17. Consejo Territorial de Planeación
ATLÁNTICO	21	1. Probarranquilla
		2. Local Government
		3. Andi
		4. Comité Intergremial
		5. Industrias Tuesca
		6. Condimentos Windsor
		7. Sempertex
		8. Acesco
		9. Transmetro
		10. Área Metropolitana
		11. Zona Franca
		12. Aviatur
		13. Dismoda

		14. Invesmoda
		15. Hotel el Prado
		16. Siemens
		17. Corporación Luis Eduardo Nieto
		18. Maquinaria Superbrix
		19. Chemical, Gases and other Derivatives Industry Workers Union
		20. Atlantic University Professors
		21. Leaders from the Afrocolombian Communities
SANTANDER	5	1. Bucaramanga Chamber of Commerce
		2. Autoparts Industry and other affiliated companies
		3. Footware Industry
		4. Comité de Agenda Interna
		5. Cooperativa de Empleados de la Registraduria
BUENAVENTURA	9	1. Unidad de Segundo Grado Agropecuario (Unigrado)
		2. Mayor's Office
		3. Fundación San Buenaventura
		4. Black Communities State Assembly
		5. Ogat-Pacifico Oeste
		6. Afrocolombian Communities
		7. Fitac
		8. Red Ecolitoral
		9. Communal Leaders
CASANARE	3	1. Escuela de Formación Empresarial Cámara de Comercio de Casanare
		2. Tourism and Hotel Management students
		3. Bussiness Administration and Public Accountant Students
BOLÍVAR	17	1. Municipio El Carmen de Bolívar (una conferencia para varias instituciones)
		2. Conference called by the Fundación Forumurbano in Cartagena
		3. San Juan Nepomuceno Municipality (conference for different institutions)
		4. Public Accountants Nacional Congreso
		5. Regional Conference about the Caribbean Coast in Barranquilla
		6. El Minuto de Dios Radio Program
		7. Bolivar Science and Tecnology Agenda meeting participants
		8. NGO Pertum
		9. Cooperativas de Cartagena asociadas a Confecoop
		10. Magangue Chamber of Commerce
		11. Sociedad Bolivarenses de Economistas
		12. NGO Pertum
		13. Institución Universitaria IAFIC
		14. Municipio de Villanueva
		15. Municipio de Santa Rosa
		16. Municipio de Mariálabaja
		17. Fundación Forumurbano
NTE. DE SANTANDER	36	1. Fedecacao
		2. Coagronorte
		3. ICA
		4. Coopecaña
		5. Comité de Ganaderos
		6. Corponor
		7. Federación de Cafeteros
		8. FENALCO
		9. Acicam
		10. Fondo de Promoción Turística
		11. Ladrillera Casablanca
		12. Minuto de Dios

		13. State Planning Council
		14. Lonja de Propiedad Raíz
		15. Sociedad de Arquitectos
		16. Casacoop
		17. Carce
		18. Asopimex
		19. Fedearroz
		20. Association of Engineers
		21. Cotelco
		22. Corporación Amigos de Río
		23. Colegio Nacional de Periodistas
		24. Colfecar
		25. Comcaja
		26. CUT
		27. Comité de Ciencia y Tecnología
		28. Umatas
		29. SENA
		30. Inversiones Prisa Siglo XXI
		31. Cenabastos
		32. ICA
		33. Local Administrative Boards
		34. Asociación de Tenderos de Los Patios
		35. Asociación de Confeccionistas de Los Patios
		36. Micro-entrepreneurs, Programa Fe, Alcaldía de Cúcuta
CA Q UE TA	1	1. Sendero amazónico (Gremio artesanal)
TOLIMA	11	1. State Planning
		2. Rural Development
		3. UMATA
		4. Infraestructura
		5. Department of Education
		6. Treasury Department
		7. Department of Culture
		8. Community Development
		9. Infraestructure
		10. Agricultural development
		11. Departmen of Infraestructure
CALDAS	26	1. DIAN
		2. Cartón de Colombia
		3. SENA
		4. INCUBAR
		5. Local Government- Internal Matters
		6. Local Government-Tourism Section
		7. Local Government-Agricultural Section
		8. CORPOICA
		9. Panelas de Caldas
		10. ERUPCION
		11. Mincomercio
		12. Sección Guadua
		13. Universidad Autónoma-Grupo Fisioterapia
		14. SENA- Curso Emprender Empresa
		15. CORPOCALDAS
		16. LA CARDER – Quindío Agenda de Mercados Verdes
		17. INFIMANIZALES
		18. ANDI

		19. Empresarios Chinchiná
		20. AIESEC
		21. Profesionales emprendedores
		22. Grupo de SIAs. Aduanimex-RoldanAgecoldex
		23. Tourism Section
		24. Manufacturing Section
		25. Asociación Caldense de Administradores
		26. Universidad Nacional
CÓRDOBA	4	1. Fundación San Isidro
		2. Junta de Acción Comunal Puente II
		3. Universidad del Sinú
		4. Programa Radial La Voz de Montería
HUILA	7	1. Mayor's Office-La Plata
		2. Mayor's Office-Acevedo
		3. Members of CCN
		4. Municipio de Campoalegre
		5. Entrepreneurs of the department of Baraya
		6. Entrepreneurs of the department of Tello
		7. Entrepreneurs of the department of La Plata
NARIÑO	11	1. Ipiales Chamber of Commerce
		2. Tumaco Chamber of Commerce
		3. Sociedad portuaria de Tumaco
		4. Universidad de Nariño en Tumaco
		5. Mayor's Office
		6. Tuquerres Chamber of Commerce
		7. La Union Chamber of Commerce
		8. Presidents of the Administrative Local Board
		9. Dian Straff
		10. Ipiales Chamber of Commerce
		11. Bakery Sector
RISARALDA	4	1. Trilladora Pereira (Inversiones El Carmen S.A)
		2. Comité Asesor Regional de Comercio Exterior- CARCE
		3. Pereira Chamber of Commerce
		4. Secretarios de Planeación de los Municipios
CAUCA	22	1. Acopi
		2. Andi
		3. Entrepreneurs from norte del Cauca
		4. Santander Chamber of Commerce
		5. Cadena Forestal
		6. Local Government of Cauca
		7. Department of Agriculture
		8. Comité de Cafeteros
		9. State Planning Department
		10. Consejo Gremial y Empresarial
		11. CRC
		12. Manos de oro
		13. Escuela Taller
		14. Parque Soft
		15. Fundebap
		16. Grupo de Investigaciones en Desarrollo Turístico de la Universidad Del Cauca
		17. Software entrepreneurs
		18. Planeta Valle
		19. Corpocauca
		20. Coop. Apicultores del Cauca. -COOAPICA- Popayán

		21. Consorcio Interinst. Para Agricultura Sostenible en Ladera –CIPASLA-. Pescador
		22. Funcionarios Alcaldía, maestros y asistentes Expo Feria Municipio de Puerto Tejada
PUTUMAYO	16	1. Instituto Tecnológico del Putumayo
		2. Corporación Autónoma de Nariño
		3. Colombianísima stereo
		4. ANUC
		5. Fedecap
		6. OZIP
		7. CORPOAMAZONÍA
		8. Comfamiliar
		9. Frutimayo
		10. ONG. Chemmonics, Maloca, Uaira sachac
		11. Flores naturales
		12. Condimentos del Putumayo
		13. Azopez
		14. Agroamazonía
		15. Asocap
		16. Zimarrón
CHOCÓ	21	1. Mayor's Office
		2. Corporación para el Desarrollo Sostenible del Chocó
		3. Instituto de Investigaciones Ambientales del Pacifico
		4. Gobernación del Departamento del Chocó, Secretaria de Planeación
		5. Red de Mujeres
		6. CORALINA
		7. SENA
		8. Alcaldía Providencia
		9. State Assembly
		10. Red de Solidaridad
		10. Department of Agriculture
		11. Department of Tourism
		12. Fondo Mixto de Cultura
		13. FUNDESAP
		14. SSIM
		15. Asociación de Damas Voluntarias
		16. OCRE
		17. FENALCO
		18. Universidad Nacional
		19. Red Departamental de Mujeres Chocoanas
		20. Concejales Municipio de Bahía Solano
21. Seniors at the Universidad de Antonio Nariño Studenta		
SAN ANDRÉS	10	1. Cove tradicional/artesanal fishers
		2. Infaunas Cove sea Side
		3. Farmers from La Loma
		4. Fishermen (3 groups)
		5. Farmers from Parque Bolívar
		6. Asociación de posadas nativas
		7. Grupo Comisión Consultiva Raizal
		8. Cadena de Pesca Artesanal Departamental
		9. Líderes comunales rurales
		10. Carce
GUAVIARE	10	1. State Council
		2. State Assembly
		3. Indigenous people
		4. Businessmen

		5. Asoprocegua 6. Department of Retorno 7. indigenous people from the South 8. Instituto Técnico del Guaviare 9. ASOPROCEGUA 10. ASOGEG
MAGDALENA	14	1. Local Government 2. Mayor's Office 3. Federación de Cafeteros 4. Department of Agriculture 5. Sociedad Portuaria de Santa Marta 6. Demobilized 7. Representatives from Demobilized people 8. Graduates from Unad 9. Representatives from Cabildo San Miguel 10. Representatives from Cabildo Sabanas del Potrerol 11. Representatives from Negritudes 12. Farmers 13. Students 14. Pueblo Rom (Gitanos)
SUCRE	27	1 Sena 2. Asociación de Muebles de Sampués 3. Fundesatur 4. Oquiza Sucre 5. Asotasucre 6. Apisucre 7. Fedetabaco 8. CPGA Sabanas 9. Asocarneros 10. Corpocaribe 11. Fundecosabanas 12. Umata del municipio de Ovejas 13. Alcaldía de Sincé 14. Agroindustrias del Caribe 15. Abejas y Miel 16. El Maná exportar 17. Centros provinciales de la Sabana 18. Industrias Mos 19. Artesanías la Piche 20. Carsucre 21. ICA 22. Umata Morroa 23. Hotel Boston 24. Entrepreneurs 25. NGO's representatives 26. Farmers 27. Cotelco Sucre
TUNJA	14	1. FENALCE 2. Asociación Colombiana de Mercadotecnistas 3. Department of Agriculture 4. Department of Education 5. Tunja Chamber of Commerce 6. Duitama Chamber of Commerce 7. Department of Guateque 8. Department of Garagoa 9. Carce

		10. Concejo de Tunja
		11. Carboneros y coquizadores de Boyacá
		12. SENA
		13. Fondo Emprender
		14. USTA Tunja
CESAR	8	1. D.P.A. Compañía de procesamiento lácteo
		2. COLESAR
		3. KLAREN´S
		4. Lacteos la Primavera
		5. Dairy Partners América
		6. Pharmacists
		7. Cooperativa Agropecuaria Villa Unión
		8. Fondo Ganadero del Cesar
		1. El Llano 7 días
		2-Radio Stations: Noticias Ya, Marandua Stereo, Radio sucesos RCN, Diario de Caracol, Informando, Stereo Noticias, Noticiero del Llano, Secretaría de Prensa – Frecuencia del Meta, Hechos y Opiniones, Mundo Noticias)
		11. El Kanal
		12. Mayor’s Office-Villavicencio
		13-21. Cadenas Productivas, Ica, Fedearroz, Incoder, CorpoMeta, Carce Meta, Plan estratégico Cordepaz
		22. Banco de la República
		23. Department of Tourism
		24. Department of Agriculture
		25. State Planning Department
		26. SENA
		27-29. Coopropan de Restrepo, Asociación productores de Pan de arroz de San Martín, Asociación de productoras y comercializadoras de Pan de arroz de Puerto López
		30-35. Asociación de fincas agroturísticas AFAM, Asociación Colombiana de restaurantes – Acodres, Panificadores de Granada, Asociación de Panificadores del Meta, Asociación de asaderos del Meta
		36-38. Entrepreneurs from Puerto López, Granada, and de Acacías
		39-41. Juntas de acción Comunal municipios de Puerto López, Granada, Acacías, Cumaral
		42-51. Asociación de flores tropicales de los Llanos, Asociación de avicultores del Meta – Avimeta, Asociación de Microempresarios de Granada – Sector Textil y confeccionistas, diseñadores y costureras del Meta, Muestra Empresarial Unimeta, Grupo SENA, Sociedad de economistas del Meta
		52-55. Chambers of Commerce (Granada, Acacías, Puerto López)
META	55	

8 ANNEX #4

OUTREACH IN ACADEMIC INSTITUTIONS

	NÚMERO	NOMBRE
AMAZONAS	6	1. Instituto Indígena San Juan Bosco
		2. INEM Jornadas mañana, tarde y nocturna
		3. Colegio Sagrado Corazón de Jesús, jornadas mañana y tarde
		4. Escuela Normal Superior, jornadas mañana y tarde
		5. Colegio Cristo Rey
		6. Colegio Jorge Eliécer Gaitán, jornadas mañana y tarde
ARAUCA	3	1. SENA
		2. Universidad Cooperativa de Colombia
		3. Escuela Superior de Administración Pública
ARMENIA	7	1. Universidad La Gran Colombia
		2. Universidad del Quindío
		3. Sena Regional Quindío
		4. Colegio Instituto Montenegro
		5. Colegio Instituto Quimbaya
		6. Colegio Libre Circasia
		7. Colegio Instituto Filandia
ATLÁNTICO	4	1. Universidad Rafael Núñez
		2. Universidad del Norte
		3. Universidad Simón Bolívar
		4. Inducción estudiantes Colegio Hebreo
SANTANDER	5	1. UNAB
		2. Universidad Santo Tomas.
		3. Unidades tecnológicas de Santander
		4. Colegio San Juan de Girón
		5. Colegio Comfenalco
BUENAVENTURA	8	1. Universidad del Valle
		2. Inprovallec S.A.
		3. Instituto Gerardo Valencia Cano (ITI)
		4. Gimnasio San Buenaventura
		5. Liceo del Occidente
		6. Pascual de Andagoya
		7. Cooperativa Real del Pacifico
		8. Colegio Emmanuel
CASANARE	8	1. Colegios Juan José Rondón, Técnico El Palmar, Sagrado Corazón
		2. Colegio Rafael Uribe Uribe
		3. Colegio Jorge Eliécer Gaitán
		4. Colegio la Inmaculada
		5. Colegios Antonio Martínez y Luis Hernández Vargas
		6. Instituto Técnico Microempresarial Fernando Rodríguez
		7. Instituto Educativo José Antonio Galán
		8. Colegios Ezequiel Moreno y Díaz, Fabio Riveros y Nuestra Señora de Manare
BOLÍVAR	7	1. Institución Educativa Promoción Social, jornada mañana
		2. Institución Educativa Promoción Social, jornada tarde)
		3. Universidad de Cartagena (programa Administración Industrial)
		4. Universidad de Cartagena (programa Contaduría Pública)
		5. Institución Educativa Gimnasio Cartagena de Indias
		6. Institución Educativa Soledad Román de Núñez
		7. Institución Educativa Colegio Biffi
NTE. DE SANT ANDER	7	1. Universidad Libre
		2. Universidad Francisco de Paula Santander

		3. Universidad de Santander 4. Universidad de Pamplona 6. Universidad Remington 7. Universidad Simón Bolívar
CAQUETÁ	22	1. Colegio Agrotécnico, profesores 2. Colegio Nuestra señora de las Mercedes, profesores 3. Colegio Agroecológico, jornada mañana - Paujil 4. Colegio Agroecológico, jornada tarde - Paujil 5. Colegio Las Mercedes, jornada mañana - Paujil 6. Colegio Las Mercedes, jornada tarde-Paujil 7. Colegio Inmaculado Corazón de María, ambas jornadas - Doncello 8. Colegio Jorge Molina, Jornada mañana - Doncello 9. Colegio Jorge Molina, jornada tarde - Doncello 10. Colegio Marco Fidel Suárez, jornada mañana - Doncello 11. Colegio Marco Fidel Suárez, jornada tarde - Doncello 12. Colegio Jorge Eliécer Gaitán, sede 7 de Agosto, jornada mañana 13. Colegio Jorge Eliécer Gaitán, sede 7 de Agosto, jornada nocturna 14. Instituto Ciudad Florencia 15. Universidad CUN 16. Colegio Juan Bautista de La Salle, jornada nocturna 17. Colegio Andes, jornada nocturna 18. Colegio Nacional La Salle, jornada tarde 19. Colegio Nacional La Salle, jornada mañana 20. Colegio Andes, jornada tarde 21. Colegio Jorge Eliécer Gaitán, Jornada tarde 22. Colegio Jorge Eliécer Gaitán, Jornada mañana
TOLIMA	5	1. Universidad Cooperativa de Colombia 2. Universidad del Tolima 3. CUN 4. Coruniversitaria (Centro de Productividad) 5. Colegio John F. Kennedy
CALDAS	3	1. Universidad de Manizales 2. Universidad Autónoma 3. Colegio Alfonso López Pumarejo
CÓRDOBA	12	1. Colegio Británico de Montería 2. Colegio de la Salle 3. Colegio Seminario Juan XXIII 4. Colegio Liceo Montería 5. Colegio Juan Pablo II 6. Colegio Liceo Máximo Mercado 7. Colegio Gimnasio Vallegrande 8. Colegio Almirante Colon 9. Universidad de Córdoba, Facultad de Medicina Veterinaria y Zootecnia 10. Colegio Gimnasio Campestre 11. Gimnasio Campestre 12. Colegio Cecilia de Lleras
HUILA	9	1. Colegio La Fragua 2. Colegio Heisemberg mañana 3. Colegio Empresarial Los Andes 4. Colegio Heisemberg 5. Colegio María Auxiliadora 6. Colegio Marillac - La Plata 7. Colegio San Sebastián - La Plata 8. Colegio Cooperativo - La Plata 9. Colegio José Eustasio Rivera

	NARIÑO	12	<ol style="list-style-type: none"> 1. Colegio Carmelitas Misioneras 2. Colegio Militar Colombia 3. Colegio INEM 4. Colegio Bethlemitas 5. Colegio Ciudad de Pasto 6. Colegio Hermanos Maristas 7. Colegio San Francisco Javier 8. Colegio Filipense 9. Colegio Maria Goretti 10. Colegio San Felipe Neri 11. Universidad Cooperativa de Colombia 12. Universidad de Nariño
	RISARALDA	2	<ol style="list-style-type: none"> 1. Colegio Liceo Ingles 2. Colegio Pino Verde
	CAUCA	9	<ol style="list-style-type: none"> 1. SENA 2. Colegio Mayor del Cauca 3. Universidad del Cauca 4. Universidad Cooperativa 5. Agenda Caucana de ciencia y tecnología, Consejo de Investigación 6. ESAP 7. Universidad del Cauca. Facultad de Ingeniería 8. Colegio Fernández Guerra, Municipio de Santander 9. Docentes Colegio Inem
	PUTUMAYO	2	<ol style="list-style-type: none"> 1. Colegio Ciudad de Asis 2. Colegio Alvernia
	CHOCO	12	<ol style="list-style-type: none"> 1. Colegio Luis López de Mesa de Bahía Solano 2. Colegio Manuel Agustín Santa Coloma, dos jornadas 3. Colegio Antonio Maria Clareth 4. Instituto Superior de Enseñanza Tecnológica - ISET 5. Instituto Técnico Miguel Vicente Garrido, dos jornadas 6. Instituto Rogelio Velásquez 7. Instituto José del Carmen Cuesta 8. Universidad Antonio Nariño 9. Universidad Tecnológica del Chocó Diego Luis Córdoba 10. Universidad Cooperativa 11. Estudiantes del SENA, Tecnología en Comercio y Finanzas 12. Colegio Luis López de Mesa
	SAN ANDRÉS	13	<ol style="list-style-type: none"> 1. CEMED 2. Luis Amigó 3. Colegio Modelo Adventista 4. Técnico Industrial, Jornada Diurna 5. INFOTEP (grupos técnicos profesionales de Comercio Exterior) 6. Antonia Santos El Rancho 7. Bolivariano, Jornada Diurna 8. Bolivariano, Jornada Tarde 9. Flowers Hill 10. Colegio Sagrada Familia 11. Cajasai 12. Brocks Hill 13. Departamental Natania
	GUAVIARE	5	<ol style="list-style-type: none"> 1. Esap 2. Colegio Manuela Beltrán 3. Colegio José Celestino Mutis 4. Instituto Educativo Alfonso López Pumarejo

		5. Colegio Santander
MAGDALENA	13	1. Colegio La Milagrosa 2. Colegio La Presentación 3. Colegio Ateneo Moderno 4. Colegio San Luis Beltrán 5. Colegio Diocesano San José 6. Colegio Hugo J. Bermúdez 7. Colegio Bilingüe 8. Colegio Antonio Nariño 9. Colegio Liceo Caribe 10. Colegio Divino Niño 11. Colegio Escuela Magdalena 12. Liceo Celedón 13. Liceo del Norte
SUCRE	2	1. Universidad de Sucre 2. Universidad de Santo Tomás
BOYACÁ	9	1. Universidad de Boyacá 2. Universidad Antonio Nariño 3. Universidad Pedagógica y Tecnológica de Colombia 4. Secretaría de Educación 5. Colegio de Toca 6. Colegio de Tuta 7. Colegio Técnico de Chiquinquirá 8. Colegio Salesiano de Duitama 9. Colegios Rurales de Boyacá, Reunión de Rectores
CESAR	22	1. Maria Montessori 2. Liceo Moderno 3. José Eugenio Maestre 4. Instituto Técnico Pedro Castro Monsalvo (Inspecam) 5. Juan Pablo II 6. Instituto técnico industrial 7. Escuela Normal Superior de Villavicencio 8. Francisco José de Caldas 9. Inem Luis López de Mesa 10. La Sabiduría 11. Instituto Líder 12. Francisco de Asís 13. Nacionalizado Femenino de Bachillerato 14. Guillermo Cano Isaza 15. Colegio Peniel 16. Cooperativo 17. La Salle 18. José Antonio Galán 19. Guillermo Niño Medina 20. Básico Guatiquía 21. Eduardo Carranza 22. Gilberto Avendaño
META	1	1. Corporación Unificada de educación Superior

	2. Coporación Universitaria del Meta
	3. Fundación Universitaria San Martín
	4. Universidad Antonio Nariño
	5. Universidad Cooperativa
	6. Escuela Superior de Administración Pública
	7. Instituto politécnico Agroindustrial
	8. Instituto Syspro
	9. Instituto Técnico Industrial
	10. Colegio Espíritu Santo
	11. Colegio Nacionalizado Femenino de Bachillerato
	12. Colegio Juan Pablo II
	13. CIDCA
	14. UNIMETA
	15. SENA
	16. Colegio José Antonio Galán de Cumaral

9 ANNEX #5

INTERNATIONAL EXPERTS

International Experts from the Department of Trade, Tourism and Competitiveness of the Organization of American States (OAS)

- **José Manuel Salazar.** Former Secretary of Commerce of Costa Rica
- **Guillermo Abaracón.** Consultant
- **Theresa Wetter.** International Trade Specialist
- **Cesar Parga.** International Trade Specialist

International Experts invited by the Department of Trade, Tourism and Competitiveness of the OAS

- **Miguel Rodríguez Mendoza.** Former Deputy Director of the World Trade Organization and former Secretary of Commerce of Venezuela.
- **Jaime Granados.** Integration and Regional Programs Department at the Inter-American Development Bank (IDB); Former Director of International Negotiations, Department of Commerce of Costa Rica.
- **Roberto Echando.** Former Adjunct Ambassador for Trade, Department of Commerce of Costa Rica; Special negotiator of the Free Trade Agreement between Central America and the United States.
- **Javier Mancera.** Director of a consultant firm in Mexico. Former staff member of the Ministry of Economy and former officer at the Embassy of Mexico in the United States.
- **Maryse Robert.** International Trade Specialist, Organization of American States (OAS)
- **Patricio Contreras.** International Trade Specialist, Organization of American States (OAS)
- **Anabel González.** Former Ambassador for Trade, Ministry of Foreign Affairs of Costa Rica; Chief Negotiator of the Central American Free Trade Agreement (CAFTA)
- **Jaime Zabludovsky.** Former Ambassador of Mexico to the European Union (EU) and chief negotiator of the Free Trade Agreement between Mexico and the EU.
- **Alberto Trejos.** Former Secretary of Commerce of Costa Rica

- **Rodrigo Rojo.** Economic Consultant, International Economic Relations Section, Ministry of Foreign Affairs of Chile.

10 ANNEX #6:

PARTICIPANTS IN JOURNALISTS WORKSHOPS

Name and Institution		
Edilma Pereira, Portafolio	Yamit Palacio, Caracol TV	Duglas Balbín, Noticiero Económico (M/lin)
Luz Dary Madroñero, Portafolio	Henry González, Caracol TV	Andrés Tamayo, Teleantioquia (M/lin)
Constanza Gómez, Portafolio	Arturo Menéndez, EFE	Juan Carlos Leyton, La Patria (Manizales)
Carlos Hernández, La República	Alejandro Guzmán, Legiscomex	Juan Alberto Giraldo, Telecafé
Rosalba Cubillos, La República	Johanna Guevara, Legiscomex	Diana Rodríguez, CNC Noticias, Pereira
Edgar Aldana, La República	Rocío Celemín, Misionpyme	Diana de la Rosa, La Tarde, Pereira
Jorge Saenz, El Nuevo Siglo	Ricardo Solarte, Misionpyme	Alfredo García, El País
Giovanna Fuentes, El País	Edgar Llaiton, Misionpyme	Diana Marcela Rivera, Noticias 1A Telecafé
Jorge Correa, El Tiempo	Edelmiro Franco, Notimex	Gloria Inés Arias, El Tiempo (Cali)
Claudia Gaona, RCN Radio	Jenny González, Revista Agricultura Y Ganadería	Alexandra Delgado, El Occidente (Cali)
Nicolás Martínez, Super Noticias	Arturo Roa, Revista Agricultura Y Ganadería	Alvaro José Botero, Noti 5
Benigno Muñoz, Radio Capital	Francisco Rodríguez, Clic Comunicación	Adriane Villota, El Liberal-Jefe de Redacción (Popayán)
Julio Casas, Radio capital	Lourdes Molina, Clic Comunicación	Cecilia González, Diario del Huila (Neiva)
Francisco Tulande, Radio Líder, Melodia	Jorge Enrique Mariano, Director	Claudia Polanco, El Nuevo Día (Ibagué)
Patricia Roa, Primera Página (Portal electrónico)	Televista B/quilla	Rubén Darío Romero, Llanos 7 días, Villavencio
Juan Armando Rojas, Caracol Radio	Astrid Chávez, Canal Cartagena (8)	Jorge Alberto Cárdenas, Llanos 7 días, Villavencio
Gloribett Pardo, RCN TV	Hermes Figueroa, El Universal (Cartagena)	Santos Suárez, La Libertad (B/quilla)
John Jairo Ocampo, RCN TV	Ana María Ferrer, El Pílon, V/par	Yuri Reales Magdaniel, RCN radio de la Guajira (Riohacha)
Adalis Medina, RCN T.V. Guajira (Riohacha)	Germán Jiménez, El Colombiano (Medellín)	Mercados & negocios
Héctor J. Vargas, Emisora RCN (Boyacá)	Josefina Aguilar, El Mundo (Medellín)	Constanza García, revista Cambio
Bleidy Alvarado, Emisora Capital (Arauca)	Rosario Bastidas, Diario del Sur (Pasto)	Angela Quintero, Prensa Andi
Román Medina, Prensa DANE	Ernesto Duarte, La Opinión, Cúcuta	María Victoria Barrero, Prensa Andi
José Triana, Prensa Presidencia de la República	Daniel Muñoz, Dinero	Angela Lucero Neira, Prensa ICA
Claudia Ríos, Prensa Minhacienda	María del Rosario Ramírez, Revista	

11 ANNEX # 7

Sustainability

Region	Sustainability of Advisory Committee	Sustainability Local Coordinator
Amazonas	Chamber of Commerce	Will not continue
Arauca	Chamber of Commerce	Governor's office
Quindío	Chamber of Commerce	Chamber of Commerce through Mipyme
Atlántico	Chamber of Commerce through Carce	Chamber of Commerce through Carce
Santander	Governor's office and Chamber of Commerce	Chamber of Commerce
Valle Del Cauca	Chamber of Commerce	Will not continue
Bolívar	Chamber of Commerce through Carce	Chamber of Commerce and observatorio del Caribe
Casanare	Chamber of Commerce through Carce	Chamber of Commerce through Carce
Nte. De Santander	Chamber of Commerce through Carce	Will not continue
Tolima	Governor's office and Chamber of Commerce	Will not continue
Caquetá	Governor's office and Chamber of Commerce	Will not continue
Guajira	Chamber of Commerce through Carce	Governor's Office
Caldas	Chamber of Commerce	Will not continue
Córdoba	Chamber of Commerce	Governor's Office
Huila	Chamber of Commerce through Carce	Governor's Office
Nariño	Partnership between Governor's and Mayor's Office, local DNP and Chamber of Commerce	Partnership between Governor's and Mayor's Office, local DNP and Chamber of Commerce
Risaralda	Chamber of Commerce through Carce	Chamber of Commerce through Carce
Cauca	Partnership between Governor's and Mayor's Office, local DNP and Chamber of Commerce	Partnership between Governor's and Mayor's Office, local DNP and Chamber of Commerce
Putumayo	Partnership between Governor's and Mayor's Office, local DNP and Chamber of Commerce	Chamber of Commerce
Chocó	Partnership between Governor's and Mayor's Office, local DNP and Chamber of Commerce	Will not continue
San Andrés	Chamber of Commerce	Will not continue
Guaviare	Chamber of Commerce through Carce	Will not continue
Magdalena	Chamber of Commerce	Will not continue
Sucre	Chamber of Commerce	Will not continue
Boyacá	Chamber of Commerce	Will not continue
Cesar	Chamber of Commerce	Chamber of Commerce and Governor's office
Meta	Chamber of Commerce	Chamber of Commerce

