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MIDAS

MÁS INVERSIÓN PARA EL DESARROLLO ALTERNATIVO SOSTENIBLE

THIRD QUARTER REPORT FY 2006

INCLUDING JANUARY TO JUNE 2006

Contract No. 514-C-00-06-00301-00

JULY 31, 2006

This publication was produced for review by the United States Agency for International Development. It was prepared by ARD, Inc.

Report Prepared for the
United States Agency for International Development

MÁS INVERSIÓN PARA EL DESARROLLO ALTERNATIVO SOSTENIBLE

Third Quarter Report FY' 06

JULY 2006

HIGHLIGHTS

- 192 total staff were recruited, screened and hired by Human Resources, including 40 MIDAS long-term technical professionals; 54 STTA contracts were signed. This is equal to 111% of MIDAS scheduled hiring as of 30 June 2006, and is equivalent to hiring 2.3 people per day. Position Descriptions or Scopes of Work were developed and approved, and security clearances were completed for all long-term personnel.
- A consensus-based Work Plan was developed and the Plan and its associated calendar 2006 budget were approved by USAID in early May. During this process, extensive discussions were held with Accion Social and other GoC entities as well as with USAID and MIDAS Colombian and US partners.
- The many Fast Track proposals received from predecessor programs were developed in parallel with other work. As a result nine proposals were passed into Approval or Implementation. Three of these proposals from the SME Component were signed. Four Commercial Forestry and two Agribusiness projects were in Approval and will be signed in July. These projects will directly impact more than 41,800 hectares of land, benefit more than 4,390 families and create more than 990 licit jobs with an average MIDAS contribution of 12% of total project cost and a total MIDAS commitment of \$1.8 million.
- Subcontracts were signed with five US subcontractors and several Task Orders were issued for subcontractor activities.
- Eleven manuals were developed that establish and document operating policies and procedures for administrative and controller functions and services. The Controllers Department processed an average of more than 500 transactions per month.
- A new CoP and DCoP were contracted and started work late in the quarter.
- The Policy Component successfully launched eight different policy and institutional reform activities.
- A Performance Management Plan that explains how M&E and Environment information will be developed and utilized was prepared and approved.
- Plans were completed for merging CAPP into MIDAS with an effective date of 30 June.
- The Outreach Department Manager began work on a combined ADAM and MIDAS Outreach Strategy, being developed in close cooperation with USAID.
- A MIDAS Introduction Plan was developed including 1) a series of seven “Road Shows” that will include the extensive involvement of USAID and Accion Social, 2) an APS for the Commercial Forestry and Agribusiness Components to be released in very early July and 3) introductory meetings with MIDAS’ Colombian partners.
- Specific mechanisms were developed and implemented for cooperation with other AD program as related to Vulnerable Groups and regional offices, and for cooperation between ADAM and MIDAS on GIS, regional technical support, project financing, policy reform and sub-sector competitiveness.
- A plan for opening and staffing seven corridor-level offices was developed in cooperation with other USAID supported programs. Agreements were signed for the Medellin and Cali offices.

TABLE OF CONTENTS

HIGHLIGHTS	I
ACRONYMS	v
EXECUTIVE SUMMARY	vi
1.0 INTRODUCTION	1
2.0 CURRENT ORGANIZATION STRUCTURE AND PERSONNEL SITUATION	2
2.1 CURRENT ORGANIZATION STRUCTURE	2
2.2 PERSONNEL SITUATION.....	4
3.0 CORRIDORS	5
3.1 CORRIDOR OFFICES.....	5
3.2 CORRIDORS MAP.....	6
4.0 BACKGROUND AND PROPOSAL DEVELOPMENT/ PROJECT IMPLEMENTATION PROCESSES OVERVIEW	8
4.1 BACKGROUND.....	8
4.2 PROPOSAL DEVELOPMENT AND PROJECT IMPLEMENTATION OVERVIEW.....	9
5.0 SIGNIFICANT ACCOMPLISHMENTS DURING THIS QUARTER .	10
5.1 OVERVIEW.....	10
5.1.1 <i>Agribusiness</i>	10
5.1.2 <i>Commercial Forestry</i>	10
5.1.3 <i>SME</i>	11
5.2 PROPOSALS DEVELOPMENT AND PROJECT IMPLEMENTATION DETAILS	11
5.2.1 <i>Agribusiness</i>	11
5.2.2 <i>Commercial Forestry</i>	11
5.2.3 <i>SME</i>	12
5.3 OTHER KEY ACCOMPLISHMENTS DURING THIS QUARTER	17
5.3.1 <i>Agribusiness</i>	17
5.3.2 <i>Commercial Forestry</i>	18
5.3.3 <i>SME</i>	19
5.3.4 <i>Policy</i>	21
5.3.5 <i>Program Planning</i>	23
5.3.6 <i>Project Financial Analysis</i>	24
5.3.7 <i>Grants and Subcontracts</i>	24
5.3.8 <i>Technical Services</i>	25
5.3.9 <i>Administration</i>	26
5.3.10 <i>Controller</i>	30
5.3.11 <i>Outreach</i>	30
5.3.12 <i>Security</i>	31
5.3.13 <i>US Sub-contractor Relationships</i>	31
6.0 KEY “CONTRATIEMPOS” AND CONSTRAINTS	32
6.1 AGRIBUSINESS.....	32
6.1.1 <i>Work Plan Development/Approval</i>	32

6.1.2	<i>Coordination with other Components, Institutions and Projects</i>	32
6.2	COMMERCIAL FORESTRY.....	32
6.2.1	<i>Hiring Qualified Foresters</i>	32
6.2.2	<i>Difficulties in Long Term Financing for the Forestry Sector</i>	32
6.2.3	<i>Public Unrest</i>	33
6.3	SME	33
6.4	POLICY.....	33
6.5	PROGRAM PLANNING	33
6.5.1	<i>M&E</i>	33
6.5.2	<i>Environment</i>	33
6.5.3	<i>Management Information System</i>	33
6.5.4	<i>Budget Monitoring</i>	34
6.6	PROJECT FINANCIAL ANALYSIS	34
6.7	GRANTS AND SUBCONTRACTS	34
6.8	TECHNICAL SERVICES	34
6.9	ADMINISTRATION	34
6.9.1	<i>Human Resources</i>	34
6.9.2	<i>Procurement</i>	35
6.9.3	<i>Inventory Management</i>	35
6.9.4	<i>Information Technology Systems</i>	35
6.9.5	<i>General Services</i>	35
6.10	CONTROLLER	35
6.11	OUTREACH	36
6.12	SECURITY	36
6.13	VULNERABLE GROUPS	36
6.14	COORDINATION ADAM-MIDAS.....	37
6.14.1	<i>Geographic Information System</i>	37
6.14.2	<i>Report of the Programs' Beneficiaries</i>	37
6.14.3	<i>Agribusiness and Commercial Forestry</i>	37
6.14.4	<i>Outreach</i>	37
6.14.5	<i>Financial Strategy</i>	37
6.14.6	<i>Competitiveness</i>	38

7.0 PRIMARY OBJECTIVES FOR NEXT QUARTER..... 39

7.1	AGRIBUSINESS.....	39
7.1.1	<i>Response to the MIDAS Annual Program Statement (APS)</i>	39
7.1.2	<i>Component Restructuring</i>	39
7.1.3	<i>Competitiveness Assessment</i>	40
7.2	COMMERCIAL FORESTRY.....	40
7.2.1	<i>Approval of New Projects</i>	40
7.2.2	<i>Forest Production Chain Analysis of MIDAS Corridors</i>	40
7.2.3	<i>Forestry Certification</i>	41
7.2.4	<i>Implementation of Approved Projects</i>	41
7.2.5	<i>New Forestry Law Regulations</i>	41
7.2.6	<i>Formulating a Proposal for Alternative Financing for the Forestry Sector</i>	41
7.3	SME	41
7.3.1	<i>Projected BDC Projects for Next Quarter Summary</i>	42
7.4	POLICY.....	42
7.5	PROGRAM PLANNING	45
7.5.1	<i>M&E</i>	45
7.5.2	<i>Environment</i>	46
7.5.3	<i>Management Information System</i>	46
7.5.4	<i>Budget Monitoring</i>	46
7.6	PROJECT FINANCIAL ANALYSIS	46

7.7	GRANTS AND SUBCONTRACTS	46
7.8	TECHNICAL SERVICES	47
7.9	ROLL-OUT PLAN	48
7.10	ADMINISTRATION	48
7.10.1	<i>Human Resources</i>	48
7.10.2	<i>Procurement</i>	49
7.10.3	<i>Inventory Management</i>	49
7.10.4	<i>Events and Logistics</i>	49
7.10.5	<i>Information Technology Systems</i>	49
7.10.6	<i>General Services</i>	49
7.11	CONTROLLER	49
7.12	OUTREACH	50
7.13	SECURITY	50
7.14	OTHER	50
8.0	PROGRESS TOWARD SO GOALS.....	51
8.1	REALIZED IMPACT ON KEY INDICATORS	51
8.2	ANTICIPATED IMPACTS ON KEY INDICATORS	51
9.0	FINANCIAL INFORMATION.....	53
9.1	PROJECT IMPLEMENTATION COMMITMENTS.....	53
9.2	CASH FLOW REPORT	54
9.3	PROGRAM IMPLEMENTATION FINANCIAL PROJECTIONS	55
	APPENDIX A. MUNICIPALITIES LIST	59
	APPENDIX B. POLICY COMPONENT CONTRACT DELIVERABLES TRACKER	77

ACRONYMS

ABC	Agribusiness Component
ADAM	Áreas de Desarrollo Alternativo en los Municipios
ARD	Associates in Rural Development
ASOCARS	Asociación de Corporaciones Autónomas Regionales
BDC	Business Development Component
BIRF	Banco Interamericana de Reconstrucción y Fomento
CADEFOR	Centro Amazónico de Desarrollo Forestal
CAF	Corporación Andina Fomento
CAPP	Colombia Agribusiness Partnership Program
CARS	Corporaciones Autónomas Regionales
CDM	Clean Development Mechanism
CED	Colombia Enterprise Development
CFC	Commercial Forestry Component
CIF	Certificado Incentivo Forestal de reforestación
CONIF	Corporación Nacional para la Investigación Forestal
DCA	Development Credit Authority
FAO	Food and Agricultural Organization
FEDEMADERA	Federación Nacional Maderera
FINAGRO	Fondo para la financiamiento del sector Agropecuario
FIP	Fondo de Inversión para la Paz
FOMIPYME	Fondo Colombiano de Modernización y Desarrollo Tecnológico de las Pequeñas y Medianas Empresas
FONAM	Fondo Nacional Ambiental
FPAA	Fondo Para la Acción Ambiental
FUPAD	Fundación Panamericana para el Desarrollo
GDA	Global Development Alliance
GEF	Global Environmental Fund
GoC	Government of Colombia
IDB	Inter Development Bank
IDP	Internally Displaced Populations
IESC	International Executive Service Corps
IICA	Inter-American Institute for Cooperation on Agriculture
INCUAGRO	Incubadora Empresarial de Producción y Comercialización Agropecuaria
MAVD'T or MMA	Ministry of the Environment
MIDAS	Mas Inversión para el Desarrollo Alternativo Sostenible
MoA	Ministry of Agriculture
OAS	Organization of American States
OIM	Organización Internacional para las Migraciones
PC	Project/Proposal Coordinator
PCFP	Plan Colombia Forestal Program
PILAS	Programa de Apoyo y Asistencia Humanitaria Integral a la Población Internamente Desplazada y Otros Grupos Vulnerables
SME	Small and Medium Enterprises
TIMOs	Timber Investment Management Organizations
USAID	United States Agency for International Development

EXECUTIVE SUMMARY

This Quarterly Report covers the first five months of MIDAS operations – from late January to 30 June 2006. The period covered is more than one quarter. At the end of the Second Quarter FY '06 MIDAS had been in operation only two months so that period is included in this report.

The primary activities implemented include: 1) establishing an organization structure consistent with the fact that ARD has two major programs in Colombia, and with on-the-ground program implementation requirements, 2) recruiting and hiring highly qualified staff to fill the positions in the organization structure, 3) developing a consensus-based 2006 Work Plan, 4) developing Fast Track proposals into sustainable projects, 5) completing subcontracts with US subcontractors, and 6) addressing contratiempos that came up during the challenging process of launching a \$160 million, multi-component program that must be effectively coordinated with other AD programs in Colombia.

By the end of June 2006, we had established a working organizational structure and recruited, identified and hired 192 staff as ARD Colombia Combined Services and MIDAS employees. This represents 111% of the MIDAS technical staffing planned for 30 June. The calendar 2006 Work Plan was developed with considerable input from USAID, Accion Social and other GoC entities, and Colombian partners. USAID approved the Work Plan and its associated budget on 10 May 2006. Aggressive development of Fast Track proposals, many of which were from predecessor programs, took place in parallel with other start-up work. As a result, nine proposals were passed into Approval by 30 June and three were signed into Implementation. The three signed projects were from the SME Component (SMEC). Commercial Forestry (CFC) passed four projects into Approval and Agribusiness passed two projects into Approval.

All projects passed into Approval will be signed into Implementation in early July. These projects will directly impact more than 41,800 hectares of land, benefit more than 4,390 families and create more than 990 licit jobs with an average MIDAS contribution of 12% of total project cost and a total MIDAS commitment of \$1.8 million. The Policy Component launched eight different policy and institutional reform activities during the reporting period.

Significant contratiempos experienced during the reporting period, that are in the process of being resolved, included: a) the difficulty of finding highly qualified personnel for several key positions, especially in commercial forestry, b) challenges related to being able to efficiently and effectively access the financing required for some \$300 million in cost sharing, c) continued security issues in some geographic areas, d) developing a system to efficiently service more than 10,000 projects in the SMEC while still conforming to USAID and ARD parameters, e) hiring ST staff through subcontractors at the pace required for Policy Component work, and f) the need to move offices twice and work out of four cramped, temporary offices. These contratiempos will be addressed in the Fourth Quarter.

The major objectives for the Fourth Quarter FY '06 are: a) signing 15 more projects for a total of 24 that will support 119,000 hectares, benefit 12,303 families, create 2,348 jobs and commit \$5.2 million to projects or 8% of the total investment in those projects, b) hiring 66 more technical people, mostly for the corridor offices, c) completing the series of seven “Road Shows” to introduce MIDAS in each of the corridors and to Bogotá-based decision makers, d) completing and gaining approval for the Outreach Work Plan and budget, e) initiating the Agribusiness Comparative Competitiveness Assessment, the Forestry Comparative Opportunities Assessment and the Project Finance Manuals for the ABC and the CFC, f) significant progress on the SMEC’s tier one corridor organization staffing and hiring of subcontractors with approved contracts, g) significant progress on the many Policy Component STTA activities, and h) finalization of a Budget Mod that reflects an agreed costs allocation methodology.

Program expenditures through 30 June were \$2.3 million or around 1.4% of total budget and 11.6% of the Year One budget. Expenditures will increase dramatically during the next quarter and for the remainder of 2006 as staffing is completed and additional projects are signed.

1.0 INTRODUCTION

The MIDAS contract was awarded to ARD, Inc. on 23 December 2005. The Post-award meeting with USAID, which was the real launch of the Program, took place on 20 January 2006. Since the start-up of MIDAS was only two months underway at the end of the second Fiscal Quarter, a Quarterly Report was not completed for that Quarter. Therefore, this Quarterly Report (QR) covers the first five months of MIDAS operations, i.e., from 20 January to 30 June 2006.

The format used for this QR is proposed for future QRs, but a modified format may be utilized in future reports if discussions between USAID and MIDAS management so indicates.

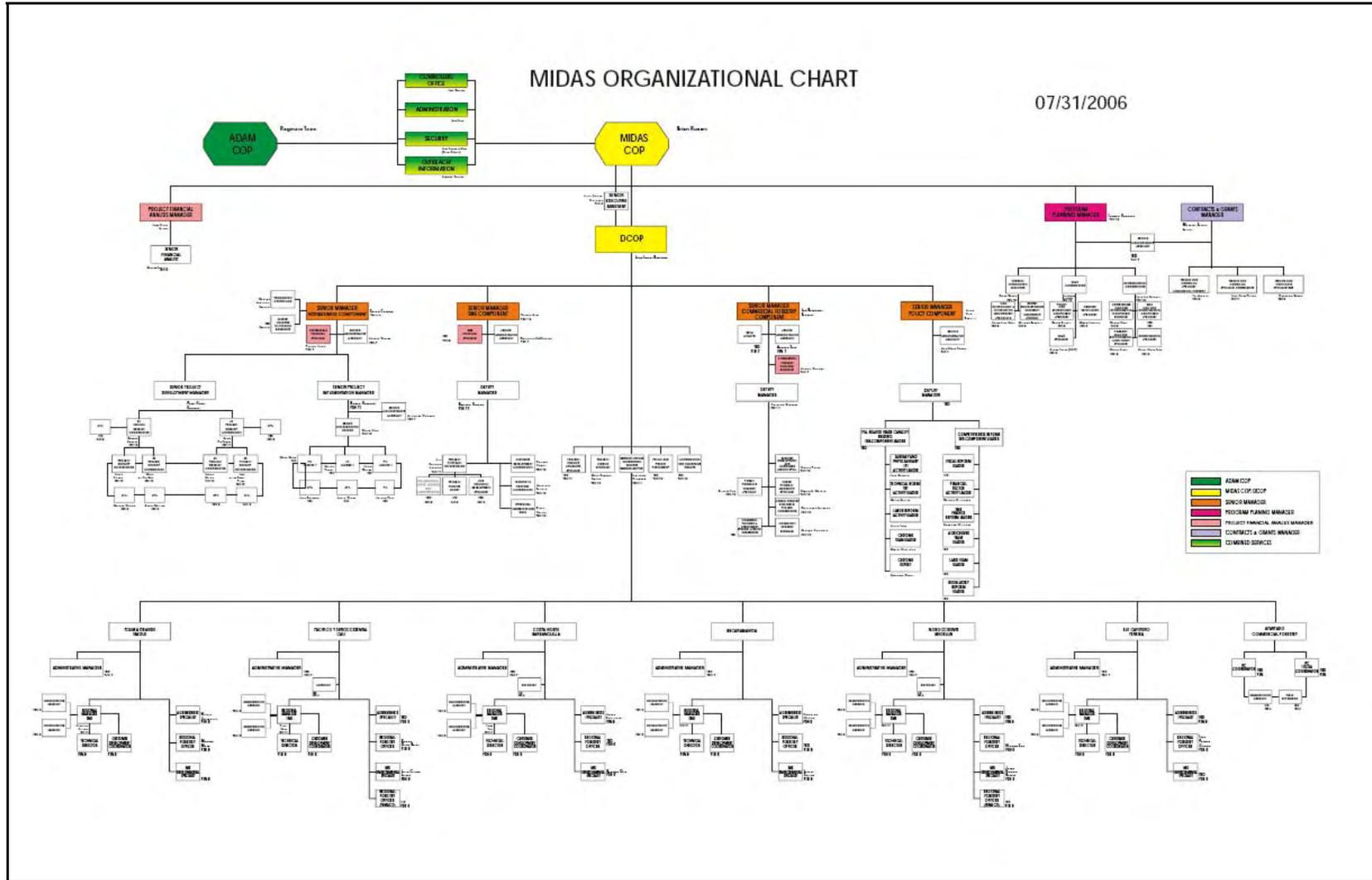
2.0 CURRENT ORGANIZATION STRUCTURE AND PERSONNEL SITUATION

2.1 CURRENT ORGANIZATION STRUCTURE

FIGURE 1 shows the current organization structure of MIDAS. This structure is a work in progress and will be modified according to need and budget considerations. The structure shown in FIGURE 1 reflects the merger of CAPP into MIDAS, even though the merger did not become effective until 30 June 2006. This is because, due to operational needs, the merger of CAPP personnel took place during the period covered by this QR. Several people were moved from CAPP into MIDAS positions where their skills were needed prior to 30 June.

When CAPP operations and the CAPP budget are fully merged into MIDAS, the structure of the Agribusiness Component may be somewhat modified. Organization structure is the only area where the CAPP merger is included in this Report.

FIGURE 1

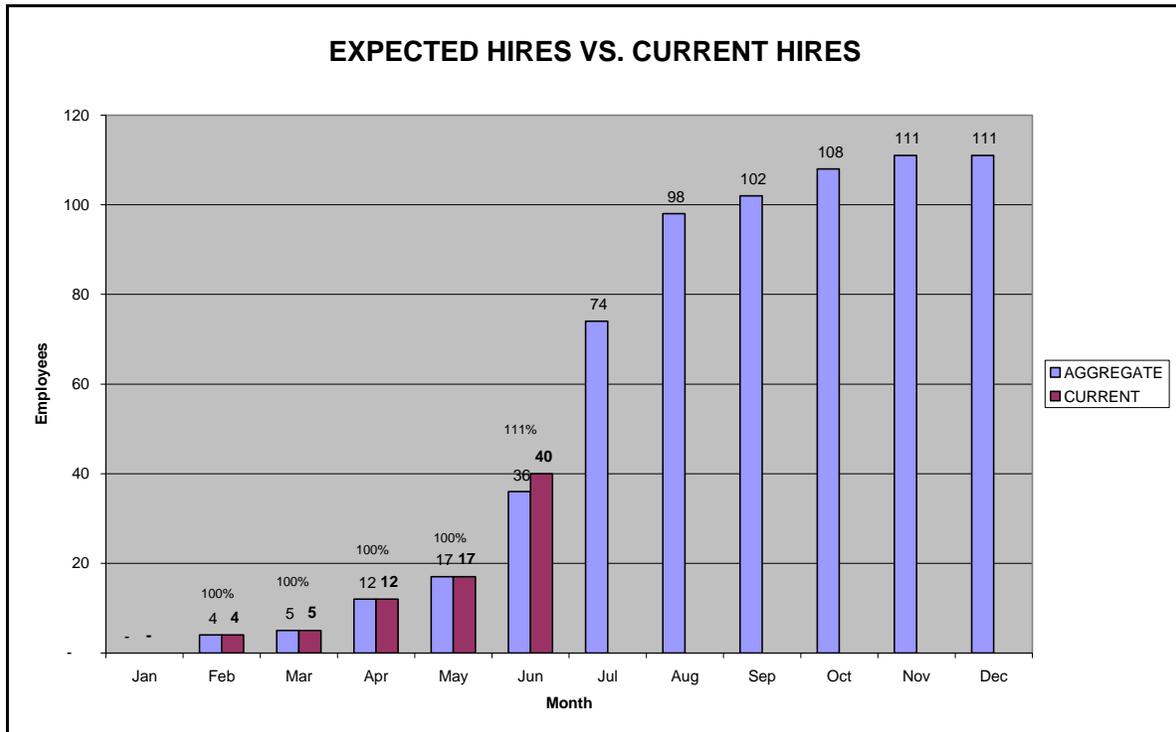


2.2 PERSONNEL SITUATION

Table 1 shows the progress MIDAS has made staffing the organization with Long Term Technical personnel. Hiring the total number highly qualified staff needed for MIDAS, ARD Combined Services and ADAM has been a major challenge for the Human Resources Department. The need for a serious security assessment of all personnel, which takes at least two weeks, makes for a lengthy hiring process. Careful attention must also be placed on the development and management approval of an effective Position Description for each position and a through recruiting campaign for the best candidate. In the first half of 2006 HR hired 192 LT staff and arranged contracts for 54 ST personnel, including MIDAS, ADAM and Combined Services Departments. This equates to an average of nearly 2.3 people per work day.

Considerable attention has been placed on optimizing the hiring process, and the current process is as efficient as it can be under the circumstances. It is important to note that the HR Department is structured for ongoing operations and the heavy burden placed on it for the volume of hiring needed at start-up has stretched their resources. However, as can be noted in Table 1, the hiring was on schedule during the period covered by this QR. Hiring is anticipated to be on schedule through the coming Quarter during which 67 people are scheduled to be hired, mostly for the corridor offices.

TABLE 1



3.0 CORRIDORS

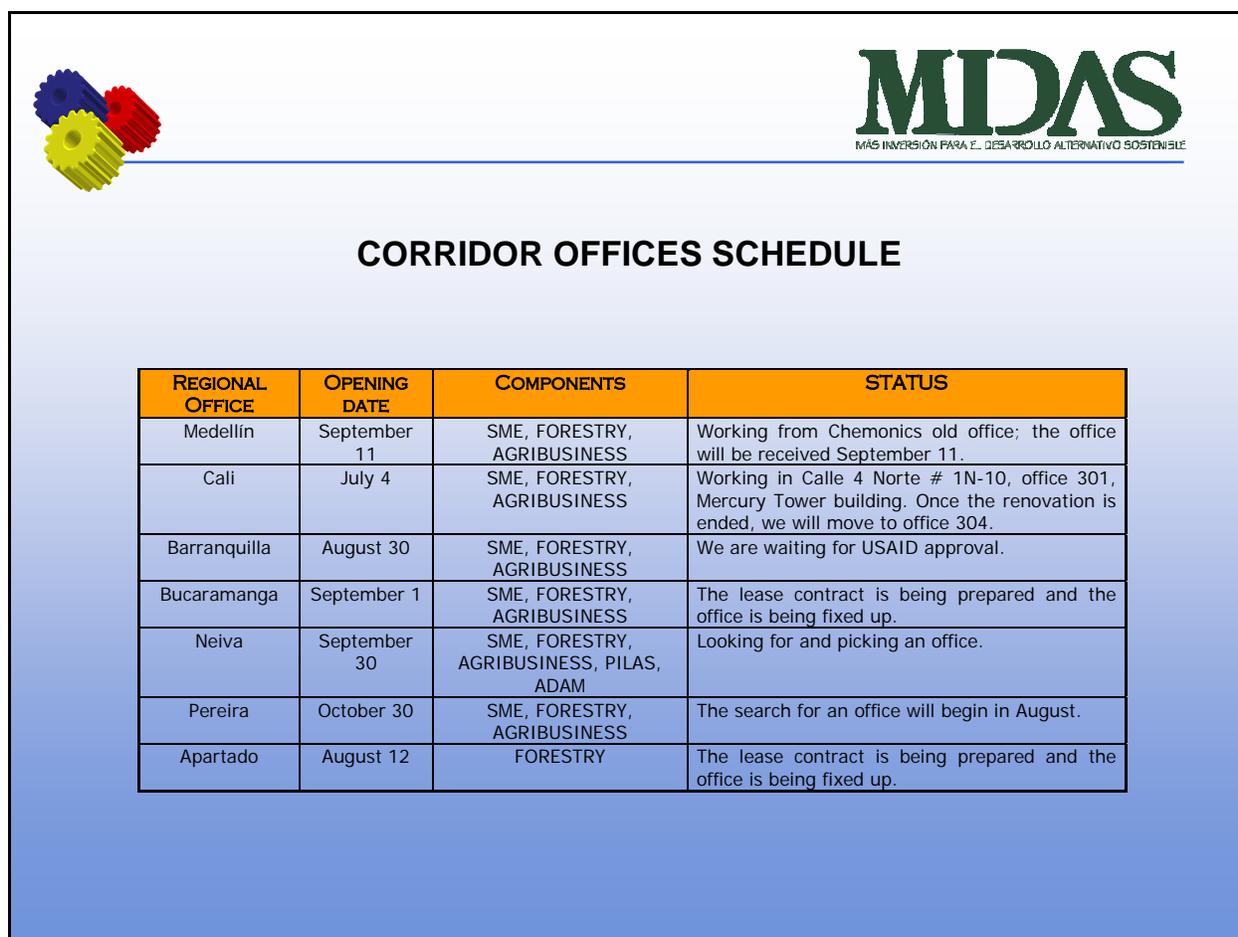
3.1 CORRIDOR OFFICES

The Corridor Offices identified in the Program Work Plan for Year One have been modified to suit overall Program needs, and the expected needs of each region. For example, the Macizo/Putumayo corridor office, initially thought to be located in Ibagué, is being changed and approval has been requested from USAID to relocate it in Neiva where there is a larger potential customer base and very good support from local government officials. If administrative support is needed for operations in Ibagué, coordinating will take place to use ADAM offices.

Also, the need became apparent to open an office in Apartadó, from which support will be provided to Commercial Forestry Component (CFC) projects. These projects are focused on community forestry and represent a meaningful contribution to the goals of the CFC.

Figure 2 shows the schedule for opening corridor offices, and the status at the end of the 3rd QR FY'06.

FIGURE 2



3.2 CORRIDORS MAP

Figure 3 shows the new corridor composition as approved by USAID, include all Antioquia, Santander and Chocó Departments. There are 829 municipalities included in the MIDAS corridors, distributed by Departments as shown in Figure 4, and listed in Appendix 1. MIDAS is able to develop proposals into projects in all of these municipalities.

FIGURE 3

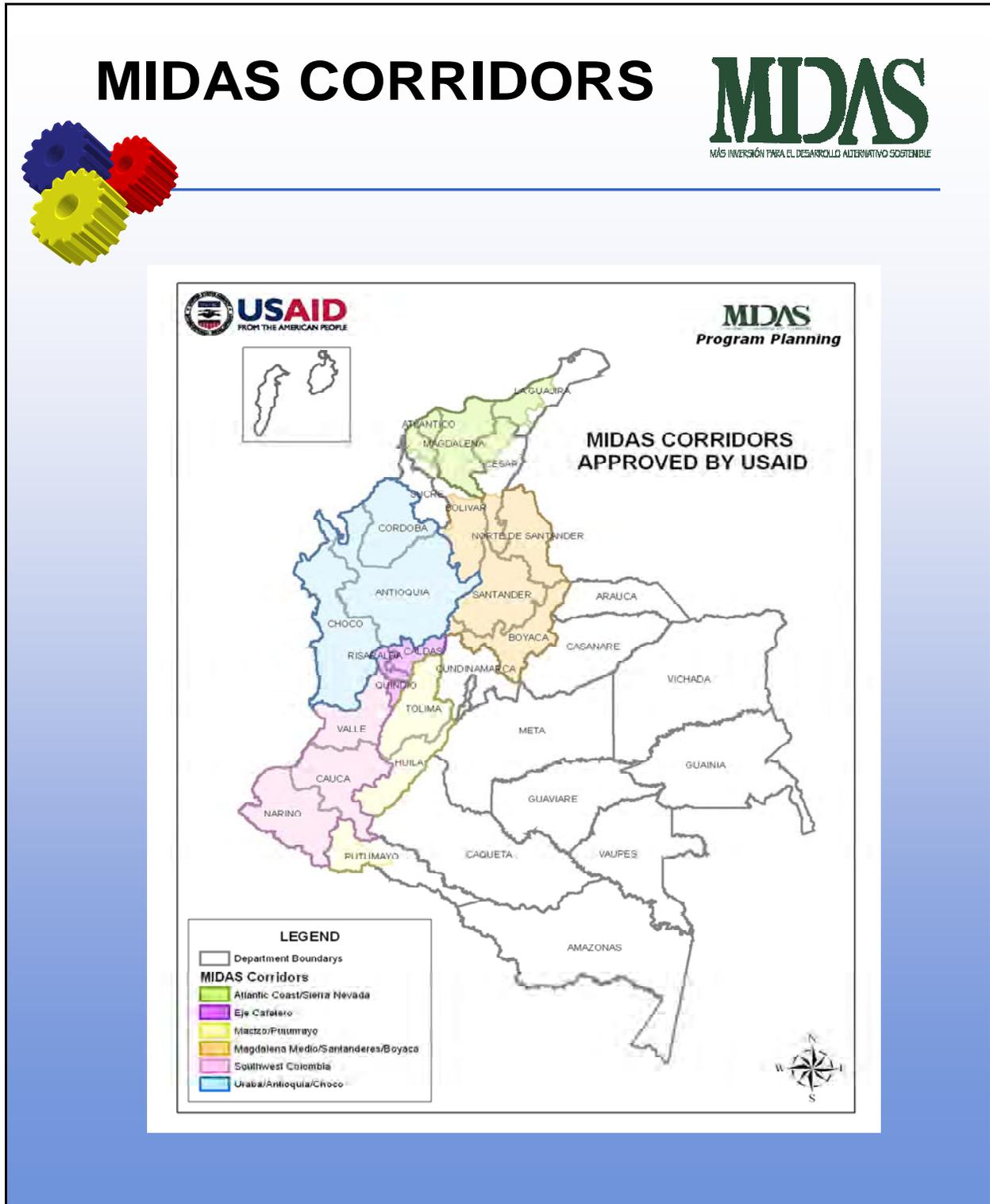
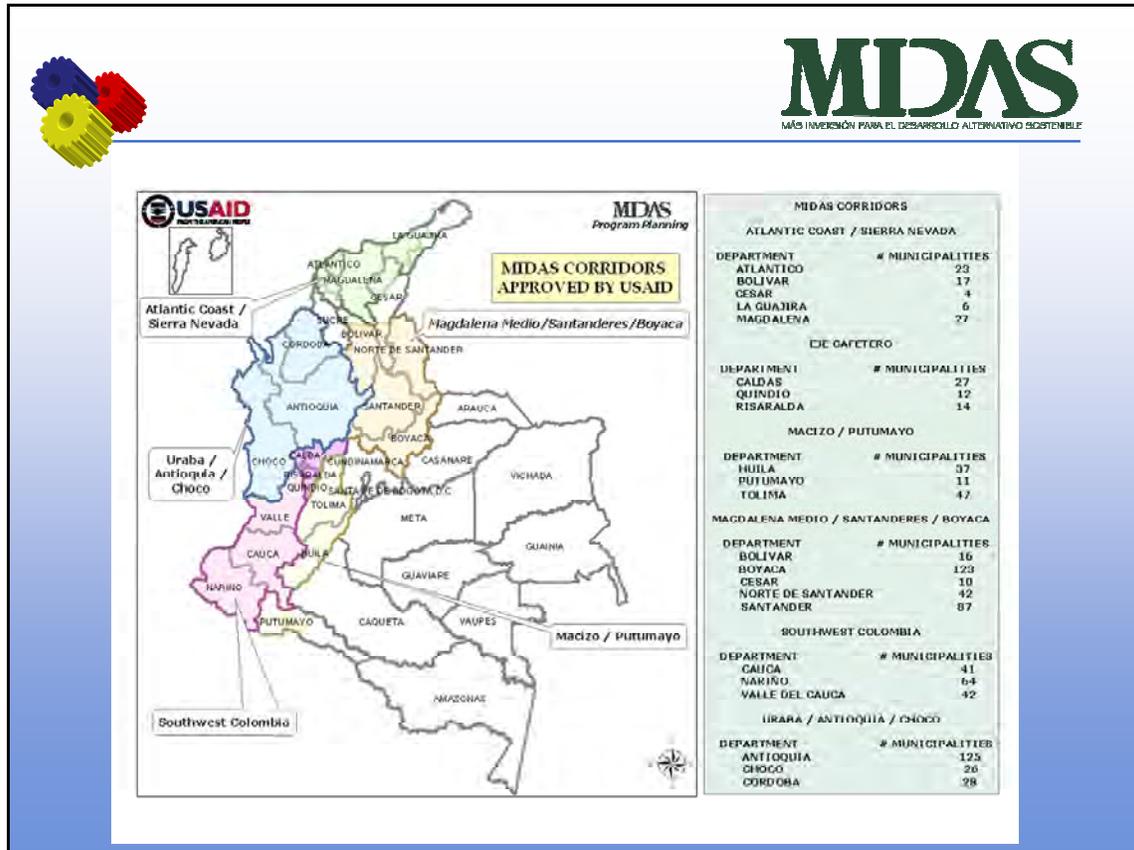


FIGURE 4

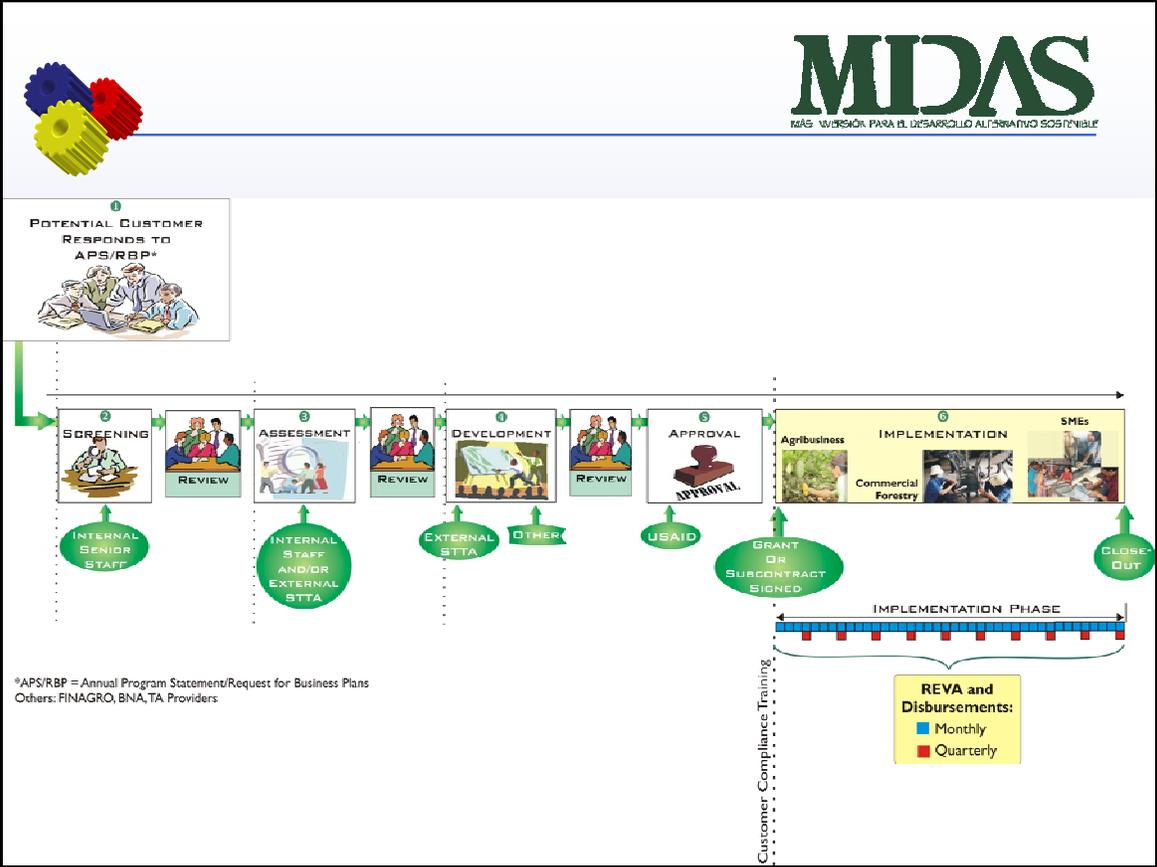


4.0 BACKGROUND AND PROPOSAL DEVELOPMENT/ PROJECT IMPLEMENTATION PROCESSES OVERVIEW

4.1 BACKGROUND

The overall MIDAS proposal development and project implementation process is shown in Figure 5. This process was developed based previous experience with proposal development and project implementation in Colombia. This general process has been adapted to each of the BDC components' (Agribusiness, Commercial Forestry and SMEs) specific needs. The approach will continue to evolve and be fine tuned by each BDC component based on experience and the need for optimal effectiveness and efficiency, while operating within established parameters.

FIGURE 5



4.2 PROPOSAL DEVELOPMENT AND PROJECT IMPLEMENTATION OVERVIEW

Figure 6 illustrates the project implementation commitments made at the end of the current period. Project implementation agreements include grants and subcontracts signed in support of MIDAS projects. Subcontracts for STTA activities in the Policy Component are considered the same as projects for the BDCs in that STTA labor assignments are the Policy Component's way of implementing its projects/activities.

FIGURE 6




PROJECT IMPLEMENTATION COMMITMENTS

	2006				2007	June 30, 2008
	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4		
New	0	1,077,583	5,880,818	4,121,118	19,046,219	15,087,126
Cumulative **	0	1,077,583	6,958,401	11,079,519	38,161,721	53,248,847
Obligated G&C Implementation Support (*)	20,156,207	20,156,207	20,156,207	20,156,207	20,156,207	20,156,207
Obligated Remaining	20,156,207	19,078,624	13,197,807	9,076,689	-18,005,514	-33,092,640
Total G&C Implementation Funds	64,708,690	64,708,690	64,708,690	64,708,690	64,708,690	64,708,690
Total G&C Implementation Remaining	64,708,690	63,631,107	57,750,290	53,629,172	26,546,969	11,459,844

Calendar Year
US Dollars

As can be noted from Figure 6, more than \$1 million in project commitments were made during this reporting period. This number includes three SME Component (SMEC) projects signed in late June and numerous Policy component STTA assignments. Details on these projects are provided below. The information presented in Figure 6 will be more meaningful in subsequent quarters when a larger number of projects have been signed. Figure 6 also shows a projection of the anticipated project/activity commitments for the last two calendar quarters of 2006, for all of calendar 2007 and for the first half of 2008, i.e., for the next 24 months. While there is no obligation specifically for grants and subcontracts, the total obligation to MIDAS is shown in Figure 6 as a means of comparing currently obligated funds to grants and subcontracts commitments.

5.0 SIGNIFICANT ACCOMPLISHMENTS DURING THIS QUARTER

5.1 OVERVIEW

5.1.1 Agribusiness

The objective of the Agribusiness Component (ABC) is to stimulate a significant increase in the number of supported hectares of longer-term licit crops planted, and sustainable jobs created within the MIDAS growth corridors. The activities of the ABC will be dominantly focused on significantly expanding existing agribusinesses, and stimulating the start-up and supporting the sustainability of new agribusinesses. Such activities will result in developing viable, licit, sustainable businesses; integrating the links of value chains within the agricultural sector; reactivating regional economies; and sustainably strengthening entrepreneurial skills and fomenting an entrepreneurial culture.

The ABC developed a comprehensive Year One Work Plan that was approved by USAID on May 10, 2006. The Work Plan describes both Year One and LOP project objectives, the ABC organization structure, the implementation methodology including project selection procedures and criteria, the “*Arranque Rapido*” (Fast Track) proposals, and alliances and coordination mechanisms with ADAM and the GOC (via Acción Social). The Work Plan development process incorporated input from the MIDAS team, key GOC institutions, and other Colombian stakeholders.

5.1.2 Commercial Forestry

The MIDAS Commercial Forestry Component (CFC) has an ambitious yet achievable goal for the commercial forestry sector in Colombia. This goal includes providing support to 70,000 hectares of forestry and agro-forestry plantations, and support for the sustainable management of 150,000 hectares of natural forests. For this to be achieved, the CFC will support critical activities including the identification of key regional competitiveness elements, enhanced forestry products marketing, value added wood products, management of natural resources under integrated systems, and a highly sensitive element - future financing of forestry investment in Colombia.

The CFC is placing emphasis on its investments in social responsibility and employment generation, giving preference to those projects that involve the greatest number of families and workers with the objective of integrating them into the formal economy.

During the period covered by this QR, most CFC effort was directed toward positively impacting the supply of quality wood to be sold at reasonable market prices (consolidating initiatives in plantations and harvesting of natural forests), and on adding value to raw materials to guarantee the business viability of forestry enterprises. Selling logs is not anticipated to be a financially sustainable enterprise due to the prevalence of illegal logging and other factors.

The recent approval of the forestry law in Colombia opens a new, positive scenario and has created high expectations by reforestation companies and rural forestry communities. This approval is expected to make investments in forestry more accessible, and to show the government’s interest in the forestry sector, which is considered strategic for the economic and social development of Colombia. The new law contains more than

23 specific provisions that will enable MIDAS to positively contribute to strengthening the forestry sector, and integrate sustainability and social development concepts.

5.1.3 SME

The Small and Medium Enterprise Component (SMEC) focuses on providing consultancy, training and business coaching to existing SMEs that invest in viable expansion projects that will increase sales and create significantly more jobs in the MIDAS Corridors. This coaching supports the transfer of knowledge in areas such as management, technology, research, training, promotion and other technical assistance activities that enhance SMEs business development, market access, productivity and cost efficiency, financial management, innovation and all other aspects of their business.

To achieve the aims of strengthening the capacity of each link along the value chain, ensuring the long-term sustainability of competitive businesses, and reducing job reversal from licit to illicit activities, the SMEC focuses on leveraging ongoing associative projects (*proyectos asociativos*) that are already in a mature phase of association. Associative projects involve more than one company and normally involve the development of supplier or distributor companies that support the activities of a large business/anchor company.

5.2 PROPOSALS DEVELOPMENT AND PROJECT IMPLEMENTATION DETAILS

Fast-track Projects

5.2.1 Agribusiness

According to the Year One Work Plan the ABC would have five projects under development within the first six months. Specifically, by mid-year we said we would have three projects in Development and two projects in Assessment. In fact by June 30, we have six projects under development as shown in Table 1, **i.e., we exceeded our mid-year objective.**

TABLE 1

Name	Subsector	1 st Year Ha.	30 June Status
El Portico	African Palm	150	Approval
ASOCATI	Cocoa	500	Approval
San Pablo	African Palm	1,200	Development
Irrimer	Coffee	500	Development
CEA	Passion fruit	1,142	Assessment
Fedecacao	Cocoa	1,000	Assessment

5.2.2 Commercial Forestry

The Colombian Forestry Program (PCF) delivered 18 project proposals to MIDAS in late January 2006. All 18 were analyzed by the CFC. From these, 10 projects were selected, but those had to be significantly reformulated given that many of the basic criteria under which they were formulated were different for MIDAS than for PCF. After restructuring, some projects showed significant differences from the results that were projected in the original business plan. For reforestation projects, the main modifications needed were: MIDAS will invest in reforestation projects only if based on a viable and potentially sustainable business proposal; including as beneficiaries small and medium size land owners, cooperatives or associations; and adjusting the size of the plantation area based on business viability.

This situation required direct contact with the potential project proponents and several site visits to help reformulate the proposals, reach new agreements, and move forward with the business initiatives. By June 30 the CFC Review Committee had approved two (2) Grant Agreements for harvesting natural forests and two (2) plantation contracts as detailed in Table 2.

TABLE 2

PROPOSAL NUMBER	DESCRIPTION / NAME	PRODUCT / SECTOR	TOTAL COST (USD \$000)	MIDAS AMOUNT (USD \$000)	MIDAS %	HA. DIRECTLY IMPACTED	FAMILIES DIRECTLY IMPACTED	EQUIVALENT JOBS / WORKDAYS
F-008-06	EMPRESA FORESTAL LA GIRONDA DE URABA	PLANT. FORESTAL	2,988	184	6%	1,200	100	404
F-009-06	- EMPRESA FORESTAL EL INDIIO DE URABA	PLANT. FORESTAL	3,159	236	7%	1,200	100	394
F-012-06	EFC DE BAJO MIRA Y FRONTERA E.U.	BOSQUE NATURAL	214	96	45%	9,705	1,800	40
F-022-06	EFC DE LA ACIA. EL NUANAMO E.U.	BOSQUE NATURAL	152	87	57%	26,529	1,200	54
SUBTOTAL			6,513	603	9%	38,634	3,200	892

MIDAS support to “EFC Bajo Mira y Frontera” and “EFC El Nuanamo” is considerable higher than the 25% target the CFC established in its Work Plan. This is due to the fact that we are supporting the continuation of harvesting pilot tests initiated by PCF. The CFC is of the opinion that these community operations will need multi-years of support before they can be “graduated” as self managed, sustainable businesses.

5.2.3 SME

In the Third Quarter FY’06 the SMEC approved and signed three projects, the locations of which are shown in the Figure 7, and whose indicators are summarized in Table 3.

FIGURE 7

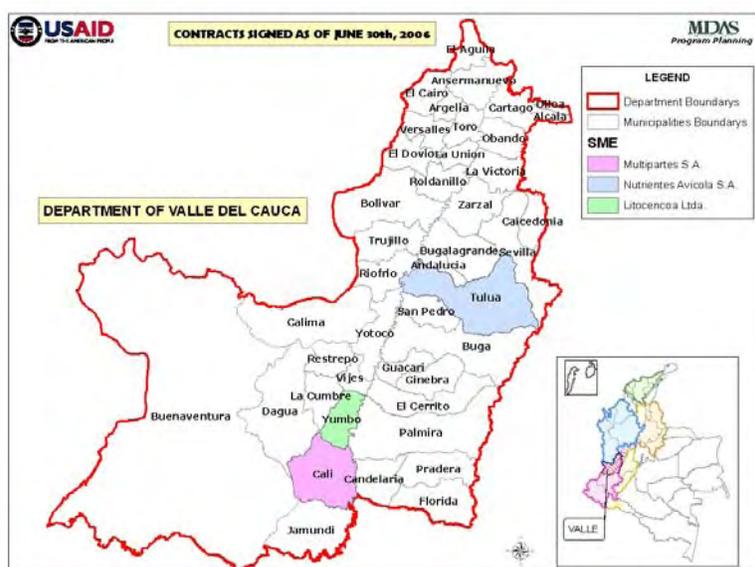


TABLE 3

Proponent	Project's TA total cost (COP)	% MIDAS Contribution	MIDAS Contribution (COP)	MIDAS Contribution (USD)	No. Employees	Number of jobs created	Number of families benefited	Sales increase (%)
Multipartes S.A.	\$ 46,875,000	50%	\$ 23,437,500	\$ 9,620	100	49	149	30%
Litocenco Ltda.	\$ 12,000,000	50%	\$ 6,000,000	\$ 2,463	57	12	69	9%
Nutrientes Avícolas S.A.	\$ 49,800,000	43%	\$ 21,414,000	\$ 8,790	265	40	305	0%
TOTAL	\$ 108,675,000	48%	\$ 50,851,500	\$ 20,873	422	101	523	13%

An overview of these signed projects follows.

MULTIPARTES S.A

Project Code: S-0019-06
Beneficiary: MULTIPARTES S.A
Location: Cali, Valle del Cauca
Supported Activity: Production Planning
Corridor: SurOccidente
Project Supplier: Centro Nacional de Productividad

MULTIPARTES S.A. was a successful CED Program project that developed a commercialization plan. Upon implementing this new commercialization plan, the company discovered that their product supply was not in-line with market demand. This project is intended to enable the company to fulfill demand in national and international markets.

MULTIPARTES is a company that has for 36 years been manufacturing and selling plastic and metal items related primarily to the auto parts industry, as well as office furniture. As a consequence of an increase in their share of exports as well as a total sales increase, and the new Free-Trade Agreement with the U.S., the company has found it must redesign its marketing and production processes.

The objective of this project is to design and implement a production process and performance indicators aimed at improving the production efficiency of the company's business units, which will enable it to meet increased demand. Upon completion of the project, the company will receive a value-chain map for each of their production lines, tools for marketing decision making, and an information system for marketing and sales.

TABLE 4

Main Indicators	Project	MIDAS Standards
Project's TA Total Cost (COP)	\$ 46,875,000	
MIDAS Contribution (COP)	\$ 23,437,500	
% MIDAS Contribution (COP)	50%	50%
MIDAS Contribution (USD)	\$ 9,620*	
Life of Project (Months)	6	
Life of Project (Hours)	400	
Average Consultant Hourly Rate (COP)	\$ 117,188	\$50,000-\$120,000
SMEs Size (total employees)	100	
Number of Jobs Created	49	
USD per Job Created	\$ 393 *	\$ 416
Number of Families Benefited	149	
Sales Increase (%)	30%	20%
MIDAS Average Share of Total Investment	50%	20%

* The values presented at the Review Committee were US\$8,990 and US\$367 respectively. The difference is explained due to the different exchange rate used.

LITOCENCOA LTDA

Project Code: S-0020-06
Beneficiary: LITOCENCOA LTDA
Location: Yumbo, Valle del Cauca
Supported Activity: New Strategic Plan
Corridor: SurOccidente
Project Supplier: Centro Nacional de Productividad

LITOCENCOA Ltda. was a successful CED Program project. The company is affiliated with a coffee association, and is currently facing changes in the composition of its income structure that requires it to redirect its strategic orientation. LITOCENCOA prints items such as tickets, brochures, magazines and books, etc. Additionally, they use digital technology for special orders.

The objective of this project is to develop and implement a strategic plan aimed at redirecting the company's goals and objectives while implementing the 5S Program, which focuses on organization, cleanliness and standardization to improve profitability, efficiency, service and safety. The bottom line is that this program should improve profits, and at the same time improve quality and safety by reducing wasted time and materials; improving efficiency and productivity; improving employee morale; and simplifying the work environment.

Upon project completion, the company will operate with redesigned objectives and guidelines in-line with market challenges. They will have new perspectives and indicators on customers, innovation and process development, and will have implemented the 5S program.

TABLE 5

Main Indicators	Project	MIDAS Standards
Project's TA Total Cost (COP)	\$ 12,000,000	
MIDAS Contribution (COP)	\$ 6,000,000	
% MIDAS Contribution (COP)	50%	50%
MIDAS Contribution (USD)	\$ 2,463*	
Life of Project (Months)	4	
Life of Project (Hours)	100	
Average Consultant Hourly Rate (COP)	\$ 120,000	\$50,000-\$120,000
SME's Size (total employees)	57	
Number of Jobs Created	12	
USD per Job Created	\$ 410*	\$ 416
Number of Families Benefited	69	
Sales Increase (%)	9%	20%
MIDAS Average Share of Total Investment	50%	20%

* The values presented at the Review Committee were US\$2,301 and US\$384 respectively. The difference is explained due to the different exchange rate used.

NUTRIENTES AVÍCOLAS S.A.

Project Code: S-0021-06
Beneficiary: NUTRIENTES AVICOLAS S.A.
Location: Tuluá, Valle del Cauca
Supported Activity: Planning and control in areas related to expenses by implementing a results oriented management methodology.
Corridor: Sur Occidente
Project Supplier: Centro Nacional de Productividad

The poultry sector in particular will face strong challenges from the Free-Trade Agreement with the U.S. It will be facing increased competition that will force companies in this sector to adjust their strategies and make special efforts to reduce costs to remain competitive. Alimentos Avicolas S.A. and Nutrientes Avicolas S.A are two separate companies owned by one family that operate under the same management. They are dedicated to producing and selling chicken eggs, and have been in the business for around 30 years.

The objectives of this project are to achieve quantifiable results in increased productivity that will result in direct cost savings, improve management of different processes, and create a results oriented management within the company.

Upon completing this project, the companies will benefit from a results oriented management methodology and the identification and implementation of improvement projects that lead to a significant reduction in costs.

TABLE 6

Main Indicators	Project	MIDAS Standards
Project's TA Total Cost (COP)	\$ 49,800,000	
MIDAS Contribution (COP)	\$ 21,414,000	
% MIDAS Contribution (COP)	43%	50%
MIDAS Contribution (USD)	\$ 8,790*	
Life of Project (Months)	8	
Life of Project (Hours)	415	
Average Consultant Hourly Rate (COP)	\$ 120,000	\$50,000-\$120,000
SME's Size (total employees)	265	
Number of Jobs Created	40	
USD per Job Created	\$ 511*	\$ 416
Number of Families Benefited	305	
Sales Increase (%)	0%	20%
MIDAS Average Share of Total Investment	43%	20%

* The values presented at the Review Committee were US\$8,214 and US\$478 respectively. The difference is explained due to the different exchange rate used.

Proposals by Component Summary

Figure 8 shows the total number of proposals and projects that MIDAS Review Committees have passed into Approval or Implementation from the Business Development Components. These projects have been processed through the stages described in Section 4.1 above, and have been developed into what are anticipated to be sustainable projects that will make significant contributions to MIDAS' objectives.

These projects will result in 41,834 hectares being removed from the possibility of illicit crops, more than 4,390 families benefiting from additional, licit income and more than 990 sustainable jobs being created. MIDAS average contribution to the total investment in these projects is anticipated to be 12%, representing good leveraging of USAID resources.

Table 7 shows the consultants signed by the Policy Component to implement their reform projects.

FIGURE 8



PROPOSALS IN APPROVAL OR
IMPLEMENTATION PHASE



PROPOSAL STATUS REPORT AS OF JUNE 30, 2006*

* New adjusted dollar values. (Exchange Rate\$2.436 22/USD)

PROPOSAL NUMBER	DESCRIPTION / NAME	PRODUCT / SECTOR	TOTAL COST (USD \$000)	MIDAS AMOUNT (USD \$000)	MIDAS %	HA. DIRECTLY IMPACTED	FAMILIES DIRECTLY IMPACTED	EQUIVALENT JOBS
SME								
S-0019-06	Multipartes SA	Plastic Parts	19	10	50%		149	49
S-0020-06	Litocenco Ltda.	Digital Printing	5	2	50%		69	12
S-0021-06	Nutriavícolas S.A.	Poultry	20	9	43%		305	40
SUBTOTAL		3	45	21	47%	-	523	101
COMMERCIAL FORESTRY								
F-0008-06	Empresa Forestal La Gironde de Uraba	Plantacion Forestal	2,988	184	6%	1,200	100	404
F-0009-06	Empresa Forestal El Indio de Uraba	Plantacion Forestal	3,159	236	7%	1,200	100	394
F-0012-06	Empresa Forestal Comunitaria de Bajo Mira y Frontera E.U.	Bosque Natural	214	96	45%	9,705	1,800	40
F-0022-06	Empresa Forestal Comunitaria de la Acia. El Nuanamo E.U.	Bosque Natural	152	87	57%	26,529	1,200	54
SUBTOTAL		4	6,513	605	9%	38,634	3,200	892
AGRIBUSINESS								
A-0002-06	El Pórtico	Palm	4,525	649	14%	1,700	170	TBD
A-0005-06	Asocati	Cacao	3,601	537	15%	1,500	500	TBD
SUBTOTAL		2	8,126	1,186	15%	3,200	670	-
TOTAL:		9	14,683	1,811	12%	41,834	4,393	993

TABLE 7

POLICY CONSULTANCIES			
MAIN RESPONSIBILITIES	NAME	START DATE	LEVEL OF EFFORT (LOE - DAYS)
EXPAT CONSULTANTS			
Meat Safety Expert	Tom HOFFMAN	5-Jun-06	35
Dairy Safety Expert	Gabriel PASCUAL	5-Jun-06	56
Energy Expert	Perry SIOSHANSI	16-Jun-06	34
Expert on Anti Trust and Competition in Energy Markets	Santiago URBIZTONDO	16-Jun-06	90
Customs Expert - ST Risk Analysis	David SANTOS	5-Jun-06	35
Intelligence Info Systems Developer ST	Juan Ernesto DE LEÓN	5-Jun-06	35
COLOMBIAN CONSULTANTS			
TBT HACCP Consultant	Alexandra CALLE	19-Jun-06	64
TBT Consultant	Orlando CEDENO	5-Jun-06	100
TBT HACCP Consultant	Carolina RAMIREZ	21-Jun-06	105
TBT GMP Consultant	Martha MENESES	21-Jun-06	60
HACCP/GMP Expert for Dairy Project	Alexandra CALLE	19-Jun-06	60
Institutional Strengthening Expert	Laura PASCULLI	23-Jun-06	100
Systems Approach and Low Prevalence Expert	Adriana VELEZ	23-Jun-06	90
Financial Services Opportunities Expert	Beatriz MARULANDA	5-Jun-06	30
Financial Services Opportunities Expert	Mariana PAREDES	5-Jun-06	30
Coordinator of 2019	Ximena HOYOS	5-Jun-06	62
Electricity Regulation Expert	Luis BETANCUR	20-Jun-06	60
Customs Reform Leader	Miguel CAMACHO	5-Jun-06	140

5.3 OTHER KEY ACCOMPLISHMENTS DURING THIS QUARTER

5.3.1 Agribusiness

Project Implementation

The ex-CAPP portfolio consists of twenty-five active projects. We have been verbally advised that they will be shifted to MIDAS, as of June 30, 2006.

Farmer Field Schools

The ABC uses the tried-and-true Farmer Field School (FFS or ECAS) methodology to implement technology transfer and technical assistance to productive projects. Both new projects and existing (ex-CAPP) projects

will adopt the FFS methodology. Currently, 46 FFS are operating in CAPP cocoa projects in MIDAS growth corridors.

5.3.2 Commercial Forestry

Development of the CFC Year One Work Plan

The 2006 Work Plan was developed by an interdisciplinary team with ample consultation among stakeholders, following USAID leadership. Work Plan development started in February, and final approval was received on May 10 2006. The plan includes the CFC organizational structure that has three subcomponents including (i) forestry and agro-forestry plantations; (ii) sustainable management of natural forests; and (iii) value-added development.

Personnel Recruitment

The CFC technical team has been defined and is in the final stages of completion. During the period, four out of six Colombian specialists and two regional coordinators were recruited. By the end of the Third Quarter 50% of the staff that needed to be hired had been hired, with most of the remainder corridor office staff scheduled for hiring in the Fourth and First fiscal quarters.

Identification of New Projects

While the PCF projects were being reformulated, the CFC established contacts with new potential project proponents to identify business initiatives that could qualify for support under the MIDAS Annual Program Statement (APS).

Coordination with other MIDAS Components

With the Policy Component in particular, the CFC has initiated a joint effort to support the development of regulations for the new forestry law, assess its progress to date and assist in the formulation of new regulatory proposals. Of critical importance will be assistance on alternative financing, a key requirement for the development of the commercial forestry sector.

Coordination with Acción Social, ADAM, PILAS and other Relevant Organizations

Complementary to other proposal development and project implementation activities, the CFC has established contact with several public organizations (Acción Social, MAVDT, MADR, CONIF, DNP, CARs), and other USAID projects in Colombia, with the goal of strengthening component activities, contributing to the integration process of each organization, and therefore optimizing the use of MIDAS resources. Ongoing contacts have been established with IICA, ASOCAR, WWF, FAO, and others.

Transition of Projects from PCF, and Redesign of Pilot Tests for Sustainable Forestry Harvesting

The CFC has developed a strategy tailored to working with Afro-Colombian and indigenous communities with access to significant forestry resources. This strategy will incorporate planned, integrated and sustainable harvesting of natural forests, and will help develop medium and long term business plans for the integrated utilization of forest resources and social development. These pilot harvest tests will be implemented in the Fourth Quarter, and will yield the basic information needed to develop long-term business plans, and therefore help define MIDAS support to community forestry projects.

Regional offices development

During the development of the 2006 Work Plan a new office in Apartadó was proposed. The reasons for choosing this location is to ensure the proper coverage of existing projects that were started by the previous operator PFC, to cover new promising projects in the region, to reduce logistical costs to visit projects in the region, and to ensure that MIDAS clients would have accessible offices and technical advise. Moreover, the ADAM Program will develop stronger presence in the region (Apartado and nearby Necoclí) given that this Uraba region is one with the most potential for both MIDAS and ADAM Programs.

5.3.3 SME

Staffing of Regional Offices

As of June, 70% of the SMEC Bogotá staff was hired (see Table 8) and the recruitment and hiring process for personnel in the three first tier regional offices (Cali, Medellín and Barranquilla) was initiated. Cali's Regional Manager was hired on June 20th and candidates for the positions of Regional Manager, Technical Director and first MIDAS Consultant for the other first tier offices were identified and are currently in the process of being hired.

TABLE 8

No.	Corridor	Position	Candidate	Starting
1	BOG	Senior Manager SMEC	Natalia Arias	10-Feb-06
2	BOG	Deputy Manager	Ricardo Garzón	23-Feb-06
3	BOG	Budgeting, Operations and Performance	Diana Ospina	1-Apr-06
4	BOG	SME Senior Admin. Assistant	Benjamin McWilliams	15-May-06
5	BOG	Business Development Coordinator	Ramses Vargas	19-May-06
6	BOG	Technical Coordinator of Proposals	Luis Eduardo Laverde	21-May-06
7	BOG	Training and TA Network Coordinator	Alejandro Serrano	1-Jun-06
8	CALI	Regional Manager	Felipe Millán	20-Jun-06

The SMEC expects to have hired 34 employees by September, which will represent 61% of the component's staffing goals, including LT*TA (long term technical assistance), consultants and administrative staff.

Development of the SME Project Suppliers Network

The component obtained permission from USAID to sign non-competitive contracts with prior CED Program operators. Therefore, the SMEC signed a blanket purchase agreement with the National Productivity Centre (CNP) located in Cali. This formal agreement enabled the SMEC to present the three projects approved by the first SMEC Review Committee.

Additionally, during the last three months the SMEC approached nearly 50 institutions and potential project suppliers. The conversations and opinions received from these potential strategic allies have helped the component in the design the terms of reference for the request for quotations to be launched in August that aims to define the network of project suppliers the component will work with next year. Table 9 illustrates the type and number of project suppliers the SMEC plans to utilize in the near term.

TABLE 9

Potential Project Supplier	No.
Business Associations	17
Chambers of Commerce	9
Universities	8
Consulting Firms	6
NGOs	4
Technological Development Centers	3
Total	47

Campaign to Encourage Bank Involvement in the SMEC Program

The SMEC developed this activity at both the public and private sector levels. Regarding the public sector, the SMEC conducted meetings with the Colombian Foreign Trade Bank (Banco de Comercio Exterior de Colombia S.A.) Bancoldex. These meetings helped the SMEC develop a positive relationship with the bank, and as a result a working group with the bank's technical team was formed. The SMEC and Bancoldex are developing a potential second-tier source of funding from the banks that agree on designing credit lines for

MIDAS. Secondly, Bancoldex also agreed to have the SMEC participate in the “credit access workshops” they will be conducting nation-wide next year.

In the private sector the SMEC had a formal meeting with 16 banks that work with SMEs. This meeting was organized in conjunction with the Policy Component and Asobancaria. We have also had a number of meetings with the leaders of the SME departments of Bancolombia, BBVA and Banco de Occidente to formalize alliances related to SME credit access. The results obtained to date are:

Bank	Agreement
Banco de Occidente	Proposed to design a line of credit tailored to SMEC clients and, jointly with the SMEC, will develop a marketing strategy to reach these clients. Currently they are working on a formal proposal they expect to make public in the SurOccidente - Cali Road Show event.
BBVA	Agreed to design a line of credit tailored to SMEC clients. In addition, jointly with the SMEC, they will develop a joint marketing strategy to reach these clients. At the moment they are responsible for designing the product and the SMEC will send them a draft of the formal agreement.
BanColombia	Will design a line of credit tailored to SMEC clients. In addition, jointly with the SMEC, they will develop a joint marketing strategy to reach these clients. They will present a document containing their formal proposal in August 1.

Redefined the Corridor Offices Organizational Structure

After significant research, and advice from qualified persons such as consultants, the CED Program and financial institutions, the SMEC reorganized the structure of its corridor offices. The new structure is based on a customized arrangement for the 1st tier regional offices in Medellín, Cali and Barranquilla, and another for the 2nd tier offices in Ibagué-Neiva, Bucaramanga, and Pereira. The new tailored structure aims to be more time efficient, allow for enhanced monitoring and better over-all project control, and will operate in a more cost efficient manner. Figure 9 shows the new organizational structures for Corridor Offices, and Table 10 shows corridor offices staffing plans.

FIGURE 9

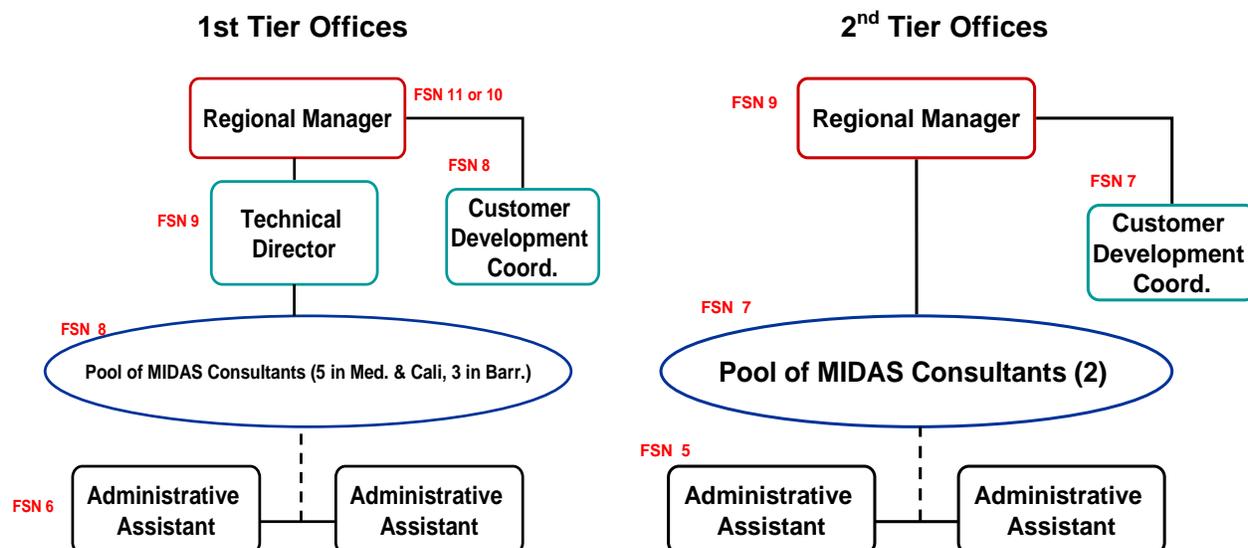


TABLE 10

Regional Office	Regional Manager		Technical Director		Customer Dev. Coord.		MIDAS Consultants		Admin. Assisstants		TOTAL
	No.	FSN	No.	FSN	No.	FSN	No.	FSN	No.	FSN	
Medellín	1	11	1	9	1	8	5	8	2	6	10
Cali	1	11	1	9	1	8	5	8	2	6	10
Barranquilla	1	10	1	9	1	8	3	8	2	6	8
Bucaramanga	1	9	N.A.		1	7	2	7	2	5	6
Pereira	1	9	N.A.		1	7	2	7	2	5	6
Ibagué	1	9	N.A.		1	7	2	7	2	5	6
Total	6		3		6		19		12		46

5.3.4 Policy

During the reporting period, the MIDAS Policy Component (MPC) developed a detailed and prioritized Work Plan that was discussed and agreed with the GoC. Effective transition of activities initiated under USAID's Trade Capacity Building Support Program (TCBS) is underway and will be completed by August 2006. All MPC priority 1 activities have been initiated, including Pilot Programs with financial institutions. At end of June, Banco de Colombia, Banco Agrario, and Financiera Compartir agreed to undertake pilot programs with MIDAS/ADAM, and formal discussions were initiated with BBVA, Banco Caja Social and Davivienda.

Milestones

- Full component staffing structure in place and operational: by June 30, 2006 80% of the long term staff structure was in place and only the Deputy Component Leader position remains unfilled. Similarly, 60% of the SITTA needed for the 2nd Quarter (or 3rd?) of 2006 have been hired and effectively contracted.
- Maximum timeframe between completion of TORs/identification of technical support personnel and presentation of approval documentation to USAID reduced to 3-5 working days: presently the hiring process takes an average 16 days for submission of an approval package (RfA) to USAID. This average is down from 27 days during the April- May period due to streamlining of hiring procedures and more complete and validated information being provided by subcontractors.
- Effective coordination mechanisms between policy component and business development components in place and operationalized: the Policy Component and the Midas Business Development Components (BDC) have initiated flexible coordination mechanisms, and more formal structures will be developed during July and August. MPC staff has met with BDC staff to introduce work plan objectives and identify areas for coordination and potential synergies.
- All priority 1 implementation activities effectively underway: all priority 1 activities have been effectively initiated. However, significant progress in implementation has been limited due to a slow start in the hiring and staffing process. A detail description of the activities is included in Table 11.

TABLE 11

AREA	Activity	Project Progress
TBT	Provide technical assistance to strengthen quality and environmental standards through a CONPES document and legislation.	
TBT	Provide training to local consultants and industry representatives in key standards and certification systems, such as CMMI, TS16949, and HACCP.	
SPS	Assist the creation of an effective National Sanitary and Phyto-sanitary Council.	The Decree creating the National Sanitary and Phyto-Sanitary Council was sent to the President's office July to be signed.

AREA	Activity	Project Progress
SPS	Provide technical support to implement CONPES documents on SPS aimed at adopting international SPS and ensuring institutional capabilities for enforcement.	The draft Work Plan for Institutional Strengthening derived from the CONPES is presently being discussed with the DNP.
SPS	Support the design of a national meat safety program and assist in the regulatory implementation and certification by international authorities of slaughterhouses and meat processing facilities.	Tom Hoffman has been hired to provide a document with the recommendations and an action plan for establishing the pathogen reduction and residual control programs. Other components of the national meat safety program will be delivered on an ongoing basis between July and December 2006.
SPS	Support the design of a national dairy safety program and assist in the regulatory implementation and certification by international authorities of dairy farms and processing facilities.	The official inspection regulations for farms and processing plants were underway.
SPS	Assist the design of a registration program and guidelines for using pesticides with minor and specialty crops, following IR4-like procedures and assist the regulatory implementation.	This document is currently under preparation. It will be presented to the public and private sector in a meeting August 4 th , 2006.
CUSTOMS	Provide technical assistance to streamline, update and continuously improve Customs regulations and procedures, to ensure a quick and secure trade.	The new Customs Code is in the process of being drafted to incorporate FDA compliance and modernizing procedures regulations. (Expected delivery date September 30 th .)
CUSTOMS	Support reform of the Customs Code to ensure regulatory clarity and consistency with FTA obligations.	See above
CUSTOMS	Implement a comprehensive Risk Assessment and Management Strategy, including recommendation of process and institutional re-engineering, and integration and modernization of IT systems.	A pilot Risk-based Import Selection Module installed. The Pilot program will start August 8 th , 2006.
LABOR MARKET REFORM	Develop and support implementation of the Labor Hearing Prosecution System.	
TBT	Facilitate the reform of the National Accreditation System and ensure it meets international standards and is recognized by international agreements and schemes.	

- Initiate Pilot program for the introduction of improved credit analysis/administration practices and innovative financial product development programs established with 3 financial sector institutions: by end of June Banco de Colombia, Banco Agrario, and Financiera Compartir agreed to undertake pilot programs with MIDAS/ADAM, and formal discussions were initiated with BBVA, Banco Caja Social, and Davivienda.
- Comprehensive training programs on effective pesticide use practices: the programs have been designed and consultants have been approved by USAID, but implementation is awaiting technical approval from EPA and ICA in Colombia.
- At least two pilot application programs underway in partnership with Crop Life: the program is ready to start but it hasn't started because we are waiting EPA approval, and ICA must provide the training materials, according to a commitment done with these agencies.
- SPS informational data base on product/equivalency process approval requirements for the U.S. and Colombia finalized and operational in real time terms: the information system was delivered to the US government representatives for their validation; we have not received answer from them. GOC has repeatedly delayed the session we have to do to introduce the system to them, and to start validation with them. The system will be fully operational only when both government agencies approve the information contained in the systems web page, and when they agree that it is going to be hosted by the Colombian Ministry of Trade.
- Pilot for dairy sector certification programs effectively operationalized: PMO pilot project for three milk processors started June 2006.

- A minimum of 5 consultative Internal Agenda-related regional forums supported: in the May-June 30 period the MPC undertook 10 consultative Internal Agenda Regional Forums. Most of them took place in May and early June covering the cities of Monteria, Barranquilla, Bucaramanga, Cucuta, Armenia, Popayan, Pasto, Villavicencio, Buenaventura, and Neiva.

The Policy Component's contract deliverables comparative table can be found in Annex 2.

The following sections describe the accomplishments of the MIDAS Shared Services Departments during the reporting period.

5.3.5 Program Planning

M&E

1. Five Fast Track potential projects were visited. Two for the Agribusiness and three for the Commercial Forestry. The main objective of these visits was to verify the absence of illicit crops in project locations and verify the presence of licit crops already established.
2. The Performance Management Plan (PMP) and Program Level Work Plan were prepared. The PMP explains the type of indicators to be used to measure MIDAS' social and economical impact, and its success in investing USAID resources.
3. Internal Program Performance Indicators were prepared for each component explaining how to collect the information in the field, reporting frequency and reporting formats, required support documents, information storage locations, responsible persons for the support information archive and responsible individuals to deliver the periodic reports.
4. Develop a manual focused to grantees in order to train them how to report the indicators defined by their monitoring plan.
5. Some input was provided to the Internal Information Management team to improve the software application designed to record indicators.

Environment

1. During the period one Environmental Review was submitted to and approved by USAID. Eleven additional projects were inherited: two from CAPP, one has an approved Environmental Review and, for the other, a request has been submitted to USAID to approve an already existing Environmental Review; and nine from CAD Program, seven have Environmental Reviews approved and two have a Forestry Management Plan approved.
2. A Performance Management Plan was prepared for the MIDAS Program. This Plan explains how M&E and Environmental information will be developed and handled in order to contribute to MIDAS goals.
3. The Environmental portion of the MIDAS Program Level Work Plan was prepared, explaining how environmental requirements will be met for all projects implemented with MIDAS funds.
4. An Environmental Work Plan was prepared for each component explaining how environmental requirements will be met.
5. Input was provided to USAID to improve the software application they are preparing to handle all environmental information and paperwork.
6. An environmental guide was developed to offer component representatives and proponents a tool to understand and prepare required environmental documents; this guide was submitted to USAID and received the approval of the Mission's Environmental Officer and the Regional Environmental Advisor for Latin America.

Management Information System

1. Bought a plotter for the Geographical Information System (GIS);
2. Acquired software for the GIS lab (AutoMap, ArcView, and ArcEditor);
3. Identified needs regarding the required software to improve information input procedures;
4. Hired a consultant to analyze information, assess needs and recommend useful software applications to suit component requirements;
5. The MIS' Action Plan is being developed in cooperation with ADAM;

6. Developed an application in Access to keep a record of incoming proposals and automatically number them;
7. Digital maps has been prepared as support for the MIDAS Components and other Departments, e.g.,
 - a. MIDAS corridors new composition,
 - b. Afro- Colombian Community Councils and Indigenous Reserves,
 - c. MIDAS Corridors & ADAM Municipalities,
 - d. MIDAS Corridors & Metropolitan areas,
 - e. Regional Offices locations,
 - f. MIDAS Municipalities locations and list,
 - g. Colombian Natural Forest layer,
 - h. PILAS municipalities,
 - i. MIDAS Corridors & CAPP Municipalities,
 - j. Coca and Poppy layer & MIDAS Corridors;
8. Supported CAPP in comparison of projects crops with coca areas;
9. Obtained digital cartography, basic and cadastral, from Accion Social valuable for building the MIDAS Geographic Information System;
10. Supported the development of a SOW to design and implement the MIDAS GIS; and
11. Visited national institutions that manage digital information relevant for MIDAS purposes to learn what they have available consistent with MIDAS objectives.

Budget Monitoring

1. Standardized a procedure to produce fund availability certificates for long term MIDAS personnel.
2. Prepared charts to compare budget expenses against actual expenses (for the following areas: Administration, Controller, Program Planning, Technical Services, Contracts and Grants, Agribusiness, Commercial Forestry, SME and Policy).
3. Prepared revised budget projections for Year One.
4. Prepared Life of Program budgets for regional offices.
5. Organize and present MIDAS staffing and hiring information and prepare reports for the weekly USAID meetings.

5.3.6 Project Financial Analysis

1. Reviewed and adjusted CAPP project financial analysis policies and procedures to accommodate the needs of MIDAS proposal development.
2. Reviewed and updated CAPP finance-related procedures to accommodate the needs of the MIDAS Controller Department.
3. Defined with each component the basic method to carry out the Due Diligence (DD) process for proponents, business plan proposals and award budgets.
4. Implemented the DD process on several proposals for the 3 MIDAS components. All three components have now projects approved for implementation.
5. Attended CAPP management and operating meetings as well as MIDAS management meetings.

5.3.7 Grants and Subcontracts

The following Grant Agreements were signed during this reporting period:

TABLE 12

Type of Grant/	Grant No.	Grantee	Date Signed	COP\$
FOG	MIDAS-S-0019-06-G-004	Multipartes, S.A.	June 28, 2006	23,437,500
FOG	MIDAS-S-0021-06-G-006	Nutrientes Avicola, S.A.	June 30, 2006	21,414,000
FOG	MIDAS-S-0020-06-G-001	Litocenco, Ltda.	June 28, 1006	6,000,000

The following Task Orders were also signed during this quarter. All figures are in US\$:

TABLE 13

MIDAS-TSG-001-001	Hoyos Lagos	Ximena	ST Competitiveness Expert	\$ 22,259.00
MIDAS-TSG-001-002	Schultz	Melani	LT EXPAT – TBT Activity Leader	\$ 378,498.00
MIDAS-TSG-001-003	Hoffman	Tom	MIDAS Year 1 Expat STTA	\$ 144,336.00
	Pascual	Gabriel		
MIDAS-TSG-001-008	Tenjo	Jaime	LT CCN, Labor Activity Leader	\$ 728,840.00
	Romero	Jairo	LT CCN, SPS Activity Leader	
	Hoyos	Ana Maria	LT CCN, Policy Component Administration Manager	
	Camacho	German	LT CCN, Financial Sector Reform Advisor	

The following Task Orders were issued during this quarter and were waiting for signature by the subcontractor. All of these task orders were effective in June, 2006. All figures are in US\$:

TABLE 14

MIDAS-TSG-001-004	Paredes	Mariana	STTA - Design and Implementation of Opportunity Banking	\$ 10,492
MIDAS-TSG-001-005	Meneses	Martha	STTA - GMP Expert for TBT Project	\$ 11,638
MIDAS-TSG-001-006	Marulanda	Beatriz	STTA - Design and Implementation of Opportunity Banking	\$ 15,468
MIDAS-TSG-001-007	Cedeño	Orlando	ST – TBT	\$ 40,354

Other Actions this reporting period:

- Annual Program Statements for the CFC and ABC were developed and submitted to USAID for concurrence.
- A MIDAS Grants Management Manual was developed and approved by USAID.
- Grants management training criteria were developed and MIDAS Contracts and Grants staff was trained on their effective utilization.

5.3.8 Technical Services

The Technical Services Department is responsible for coordinating technical interactions and cross-cutting activities among the Business Development Components (BDCs) of the MIDAS program, with other USAID sponsored programs (i.e., ADAM and PILAS), and with the private and public sectors. It supervises the coordinated implementation of projects at the corridor level, insuring the Program achieves the synergies required to meet its objectives.

The Department's structure consists of a Technical Services Manager and 5 professionals in key areas:

- A Project Systems Specialist in charge of the development, implementation and follow up of the systems, norms and procedures that will be implemented by the Program and by each Component, and in helping to optimize proposal development and project implementation systems for each component.
- A Project Finance Sourcing Specialist in charge of identifying internal and external alternatives for project finance, with terms and conditions that can be used by projects being developed by the BDCs. They work with financial services organizations, streamlining approaches to them to make approval procedures of the MIDAS' projects more straightforward and timely.
- A Regional Offices Coordinator is in charge of coordinating Corridor Offices opening, and insuring their smooth and well coordinated operation, and supporting the Component Managers in technical, administrative and institutional aspects with regard to the Corridor Offices. Also the Regional Offices Coordinator evaluates the management of each Regional Office in accordance with its established goals.
- A Training Coordinator responsible for the design and effective implementation of a plan for the qualification and training procedures of each component, as well as the training activities the components identify.
- A Coordinator for Vulnerable Groups that has responsibility for developing and implementing an effective strategy to incorporate Vulnerable Groups into MIDAS (i.e. Indigenous, Afro Colombians, Displaced persons, Youth, Women) and to track GOC and USAID policies on "Reinsertados and Desmovilizados". This implies coordination with USAID, OIM and with ADAM and PILAS in areas where IDP Programs are not active.

Achievements:

As of June 30, only the position of the Regional Offices Coordinator had been staffed, which means that the Department's accomplishments are almost limited to that function. A candidate had been approved for the Project Finance Sourcing Specialist position. The RFAs for Project Systems and Vulnerable Groups candidates were pending (the latter candidate asking to be removed due to the lengthy approval process). No decision had been made on a candidate for Training.

Opening and Staffing of Regional Offices

The MIDAS Corridor Offices are intended to become the main point of support of the BDCs in the MIDAS corridors, by providing them with the administrative and technical support they need to develop and implement projects in agribusiness, forestry, and SMEs. The offices will also support local initiatives of the Policy Component.

By June 30 USAID had vetted the Medellín, Cali, Barranquilla and Apartadó offices. Bucaramanga was pending, as well as a decision on moving the Tolima/Huila corridor office from Ibagué to Neiva. The opening of Pereira is programmed for later in 2006.

The following sections describe the accomplishments of the ARD Colombia Combined Services Departments. These departments support both MIDAS and ADAM, programs with a total value of nearly \$375 million, and are essential to the success of both programs. As of June 30 2006 all four of the Combined Services Departments reported to the MIDAS CoP. Early in the Fourth Quarter the Controller and Security Departments were transferred to the ADAM CoP to more evenly balance responsibilities between the two CoPs.

5.3.9 Administration

During the period covered by this report the Administration team was formed from personnel from DLGP and CAPP, as well as from new hires.

Administration is composed of a Manager and Sub-manager, an Administrative Assistant, and six departments (Information Systems, Inventory, Procurement, Human Resources, Events and Logistics, and General Services) that provide integrated day-to-day administrative services support to ARD Colombia Programs.

During the period covered by this report all aspects of ARD Colombia Combined Services, including Administration, Controller, Security and Outreach, had to be approved by the CoPs of both MIDAS and ADAM. This resulted in some delays in the decision making process. The structure has been changed effective with the fourth calendar quarter so that approvals will have to be obtained from only one CoP. The MIDAS CoP will approve decisions regarding combined Administration and Outreach services, and the ADAM CoP will approve decisions regarding the combined services of Security and the Controller's office.

Administration

Expatriate Accreditation Processes: three expatriate accreditations were processed and obtained and two are in the process of approval under MIDAS.

Expatriate Legal Support: legal support was provided to four expatriates in the drafting and signing of their apartment rental agreements.

ARD Legal Requirements: four different office rental agreements were negotiated and signed for offices in Bogotá and Cali.

An important accomplishment of the Administration Department was the completion of nine manuals to guide the department's operations. These manuals are:

- Consultants Guide
- Employee's Introduction
- Human Resources Manual
- Procurement Manual
- Storage Manual
- General Services Manual
- Events and Logistics Manual
- Traveler's Guide
- System Policies

Human Resources

During the period Human Resources (HR) focused primarily on hiring personnel for MIDAS and ADAM. This activity entailed the detailed review of candidates' documents, candidate salary verifications, the submission of candidates to USAID for approval drafting of contracts and social security and insurance system affiliations, personnel orientation processes and extensive filing procedures.

An important achievement during this period was the drafting of the Human Resources Manual, which includes chapters on long-term hiring, the approval process for subcontractor employees, consultant hires, management of work hours, performance evaluations, contract termination, and payroll and filing procedures. An Orientation Guide for New Employees was developed to help new employees adjust to the ARD Colombia administrative environment, and to introduce them to the company's policies and principles. A Consultant's Guide was also developed to acquaint short-term consultants with the basic information they will need to complete their specific tasks and assignments.

HR activities during the period are summarized in the table below:

TABLE 15

Activity	Combined Functions	ADAM	MIDAS	CAPP	DLGP	TOTAL
Labor Contracts	45	91	32	24	-	192
Consultant Contracts	-	44	10	-	-	54
Reconciliations	-	-	-	24	37	61
Salary Verifications	30	105	75	-	-	210
RFAs Sent to USAID	-	97	64	2	-	163
USAID Approvals	-	-	25	-	-	25
Social Security Affiliations	43	89	30	24	-	186

Activity	Combined Functions	ADAM	MIDAS	CAPP	DLGP	TOTAL
New Hire Inductions	14	11	17	-	-	42

Achievements:

- Created a contracts database, including basic information that can be easily rendered in reports as a control tool.
- Designed different contract formats to comply with Colombian civil and labor law.
- Created spreadsheets for payroll liquidations.
- Reduced the time it takes to contract personnel.
- Created formats for processing and obtaining authorization for payment for consultant services.

Procurement

During the period, Purchasing focused on identifying and evaluating suitable providers in accordance with the needs of the Programs in Bogotá and in the corridors.

An important achievement during this period was the creation of a Purchasing Manual which sets forth procedures in accordance with USAID and ARD norms.

Among the significant purchases made were: cellular phones, vehicles for ADAM and MIDAS, security systems, computers, software and licenses, publicity materials, a plotter, and technological infrastructure equipment.

Significant services contracted included automated phone systems and furniture and filing cabinet rental for the three temporary offices, transport and storage services for stocking office furniture received from Chemonics Inc., and outfitting the communications networks of the temporary offices.

Support for MIDAS and ADAM requirements included translation services for ADAM documents, hiring of internet domain services for the establishment of online ADAM grants award processes, acquisition of media instruments for the filming of ADAM events, and outfitting regional offices for ADAM and MIDAS.

The Purchasing Department processed a total of 99 Purchase Orders during the period covered by this Report.

Inventory Management

This function was created in May 2006 to manage the growing amount of assets, supplies, and correspondence.

An Inventory Manual was established, including chapters on: Assets management—how to properly receive, deliver, maintain, and inventory assets; supplies management—entrance to and exit from the supplies storage room, inventories and stock requests; correspondence management—reception, delivery, and sorting of correspondence; central archive management—filing and categorization procedures.

In conjunction with the Controller's Office, the Inventory Department is adjusting its physical inventory procedures and is elaborating a chronogram for doing physical inventories and certifying that everything was properly inventoried and tagged.

In June, stock from Chemonics Inc. was received in Bogotá and Medellín, labeled and inventoried.

Formats were developed for the delivery of assets to corridor offices.

Events and Logistics

The principle objective of Events and Logistics during the period was to offer improved service in the booking and organization of national flight itineraries, flight and hotel reservations, processing of traveling expenses, and review of hotel and travel agency invoices, for ARD Colombia employees, as well as for international consultants and ARD Inc employees. The Events and Logistics area also supports the organization and budgeting of events.

In order to achieve these objectives, the Events and Logistics area has created a personnel structure consisting of a Department Coordinator and two Assistants. One Assistant is responsible for national itineraries and events, and the other is in charge of international itineraries and the management of the traveling expenses of each Program component and employee.

Events and Logistics' activities are carefully implemented within a framework of travel and event security. During the period this process was improved to the point that now 100% of the security information required for travel approval is furnished before each trip or event.

Achievements:

- Coordinated Events and Logistics processes with those of the Controller's Office, resulting in a reduction of average invoice and expense report turnover from 15 to 8 days.
- Developed a chart, updated on a day to day basis, which keeps track of the dates that Expense Reports are turned in, as well as the number and delivery dates of checks, and any other timely, relevant information regarding pending expenses. This chart facilitates the policy of not processing an itinerary until the Expense Report from a previous trip has been turned in; and it has streamlined disbursements. The process has improved dramatically: from two months of pending transactions to 15 days (as a maximum). We aim to reduce the process to 10 days.
- Implemented an electronic ticket system, which allows for easy last minute changes.
- Established 6 new accords, bringing the total to 12, with nearly all of the country's hotel chains, including those operating in remote areas, thereby significantly reducing the need to make advance cash payments for events and lodging.
- Coordinated security evaluations with Risk Management for all itineraries, resulting in improved travel security.
- Training was held for travelers on how to properly fill out Travel Request and Expense Report forms, thereby reducing the time required to process these forms.
- Coordinated closely the Controller, reducing the time necessary to make travel expense reimbursements.

Reporting period activities of Events and Logistics are summarized below:

TABLE 16

Activity	Combined Services	ADAM	MIDAS	TOTAL
National Flights	4	455	291	750
International Flights	-		65	65
Hotel Reservations	4	455	289	748
Events	-	48	12	60
Travel Advances	4	34	20	58
Expense Reimbursements	4	445	281	730

Information Technology Systems

The objective of Information Systems (IT) is to provide basic communications and information technology services to employees and users. The systems infrastructure has not yet been, and will not be, fully implemented, until consolidated ARD Colombia offices have been established.

IT staff leadership was established in May, with the selection and hiring of the Systems Coordinator chosen by the IT Committee. Due to the short time that the Systems Coordinator has been on staff, and due to the multiple activities arising from the unforeseen change of office locations and from the obligation to attend to three different office locations, as well as assign computer equipment, and other urgent tasks, IT has not yet produced a procedural manual, and an optimum staffing structure has not yet been established.

Achievements:

- 45 computers purchased, installed and configured.

- The network design and data structure has been approved by Consultant Kim Glen, who was contracted specifically for this assessment by the IT Committee.
- Internet server has been configured.
- The IT products and tools needed to support the Programs have been identified.
- Identification of the functions of each IT staff, taking into account the strengths and weaknesses of each member, has been completed.
- Negotiations have been completed with providers for the purchase, installation, and implementation of UPS, server, telephone, software, and Internet resources.

General Services

General Services is in charge of reception, drivers, messengers, and basic office maintenance.

During the period, the General Services staff was hired and the General Services Manual was completed. It includes chapters on: transport, vehicle use policy, reception procedures, visitor and consultant entrance procedures, telephone policy, and internal and external message procedures.

Achievements:

- Established a fixed procedure for vehicle refueling and negotiated the establishment of a voucher process with a gas station, thereby streamlining and ensuring internal control of refueling transactions.
- Elaborated and implemented corresponding expense lists (planillas correspondientes) for the optimum functioning of the Department.
- Implemented of a system of reservation and use of vehicles, optimizing the utilization of these limited resources.

5.3.10 Controller

- Developed a Financial Handbook and Finance and a Administration Procedures for Regional Offices Handbook that contain the internal controls and procedures needed to guarantee ARD and USAID that the expenses paid by ADAM and MIDAS are reasonable and allowable.
- ARD has hired 12 professionals for the controller department and has adopted the Home Office (HO) accounting system to provide HO and USAID with accurate financial information.
- Currently, the Department is processing around 500 payments per month for ADAM, MIDAS and Combined Services. In the future this number will be much bigger. To complete that number of transactions, the department is implementing an electronic payments system that will reduce the time required for processing.

5.3.11 Outreach

The Communication & Outreach Department got its manager on July 10, so progress in the first two quarters of calendar 2006 was limited. From this date to now some progress has been made:

- 1) reaching agreement with USAID on the basic Outreach Department objectives;
- 2) establish a framework for joint work with ADAM;
- 3) establish specific Communication and Outreach Department needs for reaching targets and the wide program scope;
- 4) producing a Work Plan and Strategy first draft including the needs of each component, and adjusting them based on suggestions from the components;
- 5) begin coordination of the logistic demands for the Road Shows in seven cities;
- 6) coordinate the production of promotional material in coordination with USAID; and
- 7) working on setting media relationships to be managed through USAID- according to the Department's needs.

The Department will be shared by both ADAM and MIDAS.

5.3.12 Security

- Evaluated three buildings ARD is considering for its Programs offices.
- Improved and provided oversight of security in the three current ARD Colombia office locations.
- Established a standard evacuation procedure for all LT staff and ST visitors.
- Established a standard procedure for providing security surveillance services and visitor control in the three office locations.
- Evaluated the security situation in some of the cities where MIDAS will have corridor offices.
- 74 program staff members were vetted for security considerations.
- Security procedures and guidelines were established for drivers and vehicle use.
- Trained Programs personnel in security procedures and guidelines.
- Developed a travel management plan for authorizing and monitoring trips outside of Bogotá, thereby increasing the security of such trips.
- Established procedures for rural itineraries, for management of sensitive information, and for office security.

5.3.13 US Sub-contractor Relationships

By the end of June IQC-type subcontracts had been signed with all but one US sub-contractor, BearingPoint. Under these sub-contracts, Task Orders will be issued for specific ST and LT services. Several Task Orders were issued in June for TSG to support Policy Component activities.

6.0 KEY “CONTRATIEMPOS” AND CONSTRAINTS

The following section describes the more important contratiempos that limited the effective and efficient forward progress of MIDAS during the reporting period. These contratiempos will be addressed during the coming quarter, many with the assistance of external sources.

6.1 AGRIBUSINESS

6.1.1 Work Plan Development/Approval

The ABC Work Plan was finished and ready for submission to USAID in late February. However, the approval process was protracted due to numerous requests for review and comment by various GOC institutions. This in turn delayed the development of Fast Track projects, the APS, and the regional informational visits (the “Road Shows”).

6.1.2 Coordination with other Components, Institutions and Projects

The ABC places special emphasis on coordination and cooperation with Colombian institutions, other AD projects (including ADAM), and the other components. Scheduling coordination meetings with these various institutions has been an uneven task, particularly since other projects (ADAM, PILAS) are in various stages of implementation and the other MIDAS components are very busy.

6.2 COMMERCIAL FORESTRY

6.2.1 Hiring Qualified Foresters

The CFC suffered staffing delays due to the difficulty of finding and hiring qualified foresters, given that the social unrest in the country in previous years has not allowed the creation a large pool of foresters to choose from. Most Colombian foresters have not kept up their professional development in new trends like certification, environmental and business skills when compared with foresters from Chile, Brazil and other countries. Moreover, the MIDAS Program requires that professionals have serious business skills, given our emphasis of working and co-investing with the private sector. The forestry profession in Colombia is not strong in business development skills.

6.2.2 Difficulties in Long Term Financing for the Forestry Sector

Forestry requires long term investment given the long term nature of its crops. A normal teak plantation in Colombia requires about 32 years before it can be fully harvested. In Colombia there are only two organizations that invest or lend funds for forestry: FINAGRO and INCUAGRO, both GOC supported. These organizations have limited funds that are insufficient to supply the counterpart funds needed for MIDAS CFC projects. The CFC is of the opinion that unless alternative financing is found, its goal of supporting 70,000 hectares of plantations may not be reached.

6.2.3 Public Unrest

Given the lack of safety guarantees in some areas in Colombia where the forestry potential is high (mainly Choco, Nariño y Cauca), caused by the presence of illegal armed groups, it is very likely that MIDAS access and private investment in those regions will be difficult, therefore slowing down the forestry development in these geographic areas. The CFC will concentrate its efforts in low security risk areas.

6.3 SME

Due to the projected high volume of projects the SMEC will have to develop, support and monitor, and the experience of prior programs such as CED, the SMEC decided to modify the operational structure the CED Program used. In the CED scheme, nine Chambers of Commerce and the National Productivity Centre had a monopolistic role which the MIDAS SMEC was not willing to continue. This change, which impacts not only their role but also their incomes, has not been well received by the Chambers of Commerce. As a consequence, no agreement has been signed with them to participate as project suppliers, and no Fast Track project presented by them has yet entered the Component's pipeline.

At the moment the SMEC is negotiating with the Chambers of Commerce National Association – CONFECÁMARAS– to try to reach an agreement on how the Chambers can participate in MIDAS. The SMEC hopes this negotiation will come to a positive conclusion and will allow for the Program to work with the Chambers in the future.

6.4 POLICY

The most important issues faced by the MPC are associated with the staff and SITTA hiring process and the effective transition of TCBS personnel to MIDAS. Most of the challenges were due to coordination difficulties between contractors and subcontractors. However, swift implementation of streamlined hiring procedures proved effective in removing critical bottlenecks. By June 30, 2006 80% of the long term staff structure was in place and only the Deputy Component Leader position remains unfilled. Similarly, 60% of the SITTA needed for the 3rd Quarter of 2006 have been hired and effectively contracted.

6.5 PROGRAM PLANNING

6.5.1 M&E

Although we had to develop procedures and mechanisms to collect information and prepare reports and, simultaneously offer support to Components for fast-track projects (tasks that demanded a major effort), we did not cause any delays in the project approval process.

6.5.2 Environment

1. For projects underway, mostly Fast Track projects, information has not arrived to the environmental area in a timely fashion. Although this has not caused any negative consequences, a better system must be implemented so this information is known in a timely manner, and documents can be prepared on time and so approvals can be obtained before grants or contracts are signed.
2. Environmental information pertaining to projects inherited from CAD has not been easy to obtain. This information, mainly regarding approved documents, is essential to the environmental follow-up of those projects once they begin implementation.

6.5.3 Management Information System

1. Issues that delayed the plan to unify MIDAS into one office have stalled the construction of a Data Center and slowed down all information sharing services, both within MIDAS and between MIDAS and ADAM.

2. As digital cartography information is not widely available, it was necessary to search in several entities what information they had that would be relevant for the MIDAS program.

6.5.4 Budget Monitoring

1. Encountered some difficulty finding the right person to fill the position of Budget Monitoring Specialist.
2. Some delays were experienced finalizing the organizational chart, with tasks and responsibilities, for the financial area.
3. Budget information changed since the MIDAS proposal was submitted and there is not a single source of information to use as a starting point for budget comparisons.
4. Figures for the CAPP funds being transferred to MIDAS for personnel needs to be finalized.

6.6 PROJECT FINANCIAL ANALYSIS

1. The delay of formalizing the CAPP/MIDAS merge kept the Senior Financial Analyst working full time during the quarter in CAPP close out accounting and treasury functions and therefore not available to help with MIDAS project financial analysis work.
2. Delay in hiring approvals by USAID is delaying the standardization of processes of pre and post implementation procedures and their effective utilization.
3. Project Financial Analysis staff continues to provide support to CAPP projects for payments, liquidations, budget amendments and budget tracking while at the same time supporting the MIDAS components in their financial analysis and due diligence requirements.

6.7 GRANTS AND SUBCONTRACTS

Some projects had to be restructured and their support instruments developed as subcontracts rather than grants because the proponents were entities with significant governmental ownership.

6.8 TECHNICAL SERVICES

In relation to the Corridor Offices, the demands of security, square meters, location, due diligence of owners and landlords etc. has limited the options available in each city. These have been partially alleviated through expanding the searches via contacting larger number of real estate agencies, and ex-ante checking for precedents of illicit activities.

Also, the lack of approval of the Technical Services staff needed for the department has impaired its ability to promote cross-cutting coordination between the Components, as well as with other relevant programs. An example is the delay in initiating the consultancy work needed to provide the Components with tools and manuals to access the optimal sources of project finance needed to develop and implement highly leveraged ABC and CFC projects, and a more proactive approach toward the inclusion of vulnerable groups in project proposals.

6.9 ADMINISTRATION

6.9.1 Human Resources

- The total time required to process ST and especially LT labor contracts and salary approvals continues to be longer than desired.
- HR office was moved to new locations twice, which had a negative impact on some of the induction, social security affiliation, and document signing processes.

6.9.2 Procurement

- Some failure to deliver on the part of providers.
- Planning problems owing to the unforeseen inconveniences regarding ARD Colombia office space. This situation result in substantial rapid, ad hoc decision-making.
- Implementation of new purchasing processes that experienced difficulties, since the whole organization was not yet familiar with the new processes.
- Because of a lack of awareness of the procedures that have to be followed, purchase requests are often made with very short notice, placing pressure on the Department to streamline the process, depending on the responsiveness of providers.
- A lack of clarity in purchase requests from staff, which delays the purchasing process.

Solutions to be implemented:

- Negotiate with providers to obtain stricter and more rapid compliance from them.
- Training and consciousness-raising of Programs personnel regarding purchasing procedures.

6.9.3 Inventory Management

- Due to the multiple changes in office locations, inventory is dispersed among various storage locations, which makes control and physical inventory management more difficult and time consuming.
- Some of the personnel necessary to fully implement the inventory control procedures still need to be hired.

6.9.4 Information Technology Systems

- Abruptness of the change of office locations.
- The continuous changes of office locations require adjustments to and reconfiguration of IT specifications.
- Administrative changes within the IT area, and the division of efforts among the three office locations has weakened the focus of IT team members.

6.9.5 General Services

- Lack of availability of vehicles due to “pico y placa” versus the high number of transport needs between the three offices.
- Improperly filled out message forms, thus causing delays in the General Services’ message service.

6.10 CONTROLLER

- ADAM and MIDAS continue to utilize the accounting system used by DLGP2 and CAPP where each payment is registered three times (one time for ARD BTM purposes in Excel, a second time for Colombian accounting purposes and a third time in a budget tracking system). This is a very inefficient system and needs to be modified.
- In the future, with the projected increase in the number of projects and transactions, the Controller will need more professionals to manage the volume of information, in order to avoid delays and mistakes.
- We are in process of acquiring Great Planes Software to simplify the accounting process and provide more detailed reports.
- There is a need to produce a funds availability certificate as part of the processes of hiring personnel and approval of subcontracts and grants. To fulfill this need a Financial Manager will be hired, working for both ADAM and MIDAS, responsible for providing this certificate based on information supplied by an up-to-date and accurate financial information system.

6.11 OUTREACH

The hiring process for the Public Communications & Community Outreach Manager was delayed because available candidates did not match the needed profile. When the final candidate was chosen, she was not available to start before 10 July.

6.12 SECURITY

- Lack of clarity regarding the precise role of the security component within the overall Programs structure.
- Since the principle office space has yet to be defined, a definitive central office security system cannot yet be established.
- Regional offices are being selected without consulting the security component. This generates added security risks and can result in extra expenditures.
- The security component is short staffed, resulting in delays in the completion of its tasks and functions.

6.13 VULNERABLE GROUPS

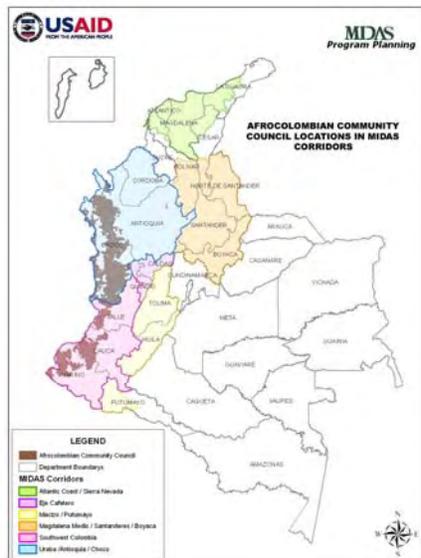
During the first six months of the Program, work with vulnerable groups has been focused on Afro-Colombians, for whom the following Work Plan has been prepared.

MIDAS will target Afro-Colombians as beneficiaries through two different means. The first will be to work closely with Afro-Colombian Councils. The second will be to include selection criteria in proposal reviews that provide added weight for the participation of Afro-Colombians who have migrated to other population centers within the MIDAS corridors.

The Afro-Colombian Community Councils represent an important target of opportunity for MIDAS business development activities. These Councils control collective property rights over large amounts of land that are primarily in natural forest and are concentrated in two of the six MIDAS corridors – Uraba/Antioquia/Choco and Southwest Colombia, both along the Pacific coast of Colombia.

MIDAS is already working with 5 Afro-Community Councils on the development of proposals for activities such as timber certification, marketing, and industrialization of the high value hardwood they control that has strong world-wide market demand. We anticipate working with up to a total of 10 of these Councils over the life of the MIDAS program.

MIDAS will also provide support to the Councils to strengthen their organizational capacity to manage their land and natural resources. MIDAS has also already established a working relationship with AMUNAFRO – the Association of Municipalities with Afro-Columbian populations.



MIDAS is promoting the participation of Afro-Colombian owned small and medium enterprises as direct beneficiaries of MIDAS SME activities as well as their inclusion as suppliers of services to other MIDAS projects under implementation. Selection criteria favoring the participation of Afro-Colombian beneficiaries have already been incorporated into MIDAS proposal review and approval procedures.

MIDAS is also working closely with ADAM and PILAS to identify joint programs involving Afro-Colombians. There is also ongoing dialogue between the Policy and other Business Development Components to determine how policy and institutional reform could significantly improve the ability of Afro-Colombians to participate in Alternative Development activities.

MIDAS has also established a working relationship with the PILAS project and the IOM to identify Lessons Learned from their work with vulnerable groups and how they can be applied to MIDAS activities in corridors where Internally Displaced People programs are not present.

To track the actual participation of Afro-Colombians in the MIDAS project, the MIDAS Project Monitoring System requires program Grantees and Subcontractors to provide beneficiary information disaggregated by municipalities and vulnerable groups, which includes gender, indigenous and Afro-Colombians.

The MIDAS Geographic Information System has already incorporated the location of each of the Afro-Colombian Community Councils. This information will be validated with the last census (when released) and used by the business development components staff as a tool to identify potential projects.

The Communications and Outreach program that is under development will also include a specific section focused on communications with these communities.

MIDAS has also established relationships with GOC institutions involved with Afro-Colombian issues. With the Ministry of the Interior we have identified Afro-Colombian NGOs located within the six MIDAS corridors to identify Afro-Colombian NGOs that could be service providers or project participants. To assure effective linkages between MIDAS and national policy, MIDAS is also working to identify opportunities associated with the GoC's Long-term Plan for Afro-Colombian Populations that is under development.

6.14 COORDINATION ADAM-MIDAS

6.14.1 Geographic Information System

During quarter work was done on the design of geographic information systems (GIS) for both programs, with the objective of making them fully compatible and allowing a fluent information exchange. The personnel appointed by each program for GIS management participated, collecting digital information and approaching organizations relevant to the needed information systems. The Program Planning Departments from MIDAS and ADAM defined a Scope of Work for the SIG expert from the Home Office for him to support this process. The decision has been made to have only one SIG lab to serve both programs, where technical personnel can meet to receive technical support and share the GIS equipment.

6.14.2 Report of the Programs' Beneficiaries

According to the Work Plan, ADAM and MIDAS program beneficiaries will be compared to confirm that they are complementary beneficiaries, avoid repeated inputs and take corrective measures when necessary. Our MIS will have the necessary tools to allow relevant comparisons and subsequent reports.

6.14.3 Agribusiness and Commercial Forestry

During the reporting period several meetings took place between the ADAM's Alternative Development area and MIDAS' Agribusiness and Commercial Forestry Components to discuss projects being developed in the same geographic areas, and to coordinate efforts in those municipalities.

6.14.4 Outreach

The Manager for this Department was hired to work for both programs. After being briefed on the guidelines to follow for Outreach, she prepared a first draft of the Outreach Strategy to serve as a starting point for discussions involving both programs and, when agreed, will be the core for the 2006 Outreach Work Plan. This draft was submitted to USAID for comments. The Outreach Work Plan will cover outreach services for accomplishing USAID, MIDAS and ADAM outreach objectives.

6.14.5 Financial Strategy

The two programs are working together to design a coordinated short term and longer term project finance sourcing strategy, including the role of TSG, a partner to both programs.

6.14.6 Competitiveness

ADAM and MIDAS are coordinating to strengthen value chains and improve agribusiness products competitiveness. The two programs are outlining a coordinated work plan, likely led by J.E. Austin & Associates, to guide their work in competitiveness.

7.0 PRIMARY OBJECTIVES FOR NEXT QUARTER

7.1 AGRIBUSINESS

USAID has agreed with ARD, Inc. that the Colombian Agribusiness Partnership Program (CAPP) would be merged into the MIDAS, and all signed projects and many MIDAS personnel included in the ACB. Subsequent to the ABC Work Plan development process we have further refined the agribusiness structure and activities to include the CAPP project portfolio of twenty-five active projects.

The ex-CAPP projects, FUNDESCAT (#123) and Procaucho (#127) will be modified to reflect changes that were discussed and approved by our CTO in the Fourth Quarter.

Two projects, El Portico and ASOCATI, will be signed and implemented early in the Fourth Quarter, and three additional projects, San Pablo, Irrimer, and Fedecacao, are expected to be signed and implementation begun in late Fourth Quarter. CEA is expected to be implemented early in the Fourth Quarter.

Given these first six projects will use about 19% of the overall ABC budget, while providing about 15% of hectares supported projected under our indicators, future project development and implementation will focus on lower-cost-per hectare activities. However, CAPP had greater latitude in cost-per-hectare supported, and the MIDAS ABC Fast Track projects were sourced from proponents with higher support expectations.

MIDAS will continue to develop the Fast Track projects, and will have the following hectares supported by the end of Year One:

TABLE 18

Sector	Number of hectares
Cocoa	1,500
Passion Fruit	1,142
African Palm	150
Coffee	500
Total 1st Year Hectares	4,492

(Compared to the Work Plan indicator of 3,294 hectares by the end of Year One)

The ABC will carefully balance our portfolio over the next 4 ½ years between low and higher cost per hectare projects to strategically evaluate and implement future projects.

7.1.1 Response to the MIDAS Annual Program Statement (APS)

The ABC staff is poised to quickly evaluate incoming proposals received in response to the APS that will be published early in the third quarter. We will evaluate the proposals received according to the approved Evaluation Criteria, and expect to have an additional four projects under development by the end of Year One.

7.1.2 Component Restructuring

In light of the merger of active CAPP projects into the ABC, ABC technical staff will be undergoing further restructuring to best utilize skills and abilities of MIDAS and CAPP technical staff. We will trim the project implementation staff, and strengthen the proposal development staff to more efficiently address our

objectives and the requirements needed to achieve these. All hiring of new staff for the ABC's first year should be completed, i.e., professionals approved and working, by the end of the Third Quarter.

7.1.3 Competitiveness Assessment

The Corridor Competitiveness Assessment called for in the MIDAS contract and ABC Work Plan will be completed by the end of the Third Quarter. The Terms of Reference are currently being drawn up, and MIDAS subcontractor J.E. Austin is compiling a team to undertake the work.

7.2 COMMERCIAL FORESTRY

7.2.1 Approval of New Projects

Table 19 summarizes the five CFC projects that are anticipated to be passed into Implementation in the Fourth Quarter of FY '06.

TABLE 19

PROPOSAL NUMBER	DESCRIPTION/ NAME	PRODUCT/ SECTOR	TOTAL COST (USD \$000)	MIDAS AMOUNT (USD \$000)	MIDAS %	HA. DIRECTLY IMPACTED	FAMILIES DIRECTLY IMPACTED	EQUIVALENT JOBS / WORKDAYS
F-007-06	FINAGRO Y MONTERRE Y FORESTAL	PLANT. FORESTAL	4,021	360	9%	1,674	636	120
F-011-07	REFORESTA DORA EL GUÁSIMO S.A.	PLANT. FORESTAL	2,675	230	9%	1,000	402	145
F-036-07	PRUEBA PILOTO DE COIGEMARE NA	BOSQUE NATURAL	239	94	40%	25,000	520	42
F-028-07	PRUEBA PILOTO CONCOSTA. DOCAMPADO.	BOSQUE NATURAL	246	99	40%	13,081	164	23
F-039-07	PRUEBA PILOTO PARA EL ALTO GUAPI	BOSQUE NATURAL	226	99	44%	23,000	542	24
SUBTOTAL			7,407	882	12%	63,755	2,264	354

For the remainder of 2006, the CFC has identified ten (10) projects to be passed through the approval process. If accomplished, this will increase the number of approved projects to fourteen (14), allowing the CFC to reach its 2006 goals. With the implementation of these projects, the CFC will commit funds of about \$5.3 million, and disburse \$1.6 million.

7.2.2 Forest Production Chain Analysis of MIDAS Corridors

This activity is to be carried out between August and November, for which the terms of reference have been formulated and a proposal for implementation is being resubmitted by IICA, the most likely implementer for this activity. A competitive analysis concentrated on imports is to follow after the production chain analysis.

7.2.3 Forestry Certification

The CFC has planned two training courses on certification, one for natural forests and other for plantations. These will be implemented in the last quarter of 2006. Additionally, the CFC plans to contract SmartWood to conduct a preliminary certification assessment of three (3) community based enterprises in September and October.

7.2.4 Implementation of Approved Projects

With the approval in June of four (4) contracts, the CFC will develop and implement the methodology for guiding and monitoring the implementation of these contracts by CFC personnel responsible for verifying that all agreement requirements are complied with and corresponding reimbursements are approved. The successful CAPP model for REVA and invoice approval will be used as the starting point for these systems.

7.2.5 New Forestry Law Regulations

In the Fourth Quarter of FY '06, the CFC will concentrate efforts in assisting the Policy Component to develop regulations that will positively impact plantations and natural forests. CFC senior management will participate in discussing the proposed draft regulations related to forestry.

7.2.6 Formulating a Proposal for Alternative Financing for the Forestry Sector

Given the importance of this initiative, it is relevant that the Policy and CFC components join efforts to identify and develop alternatives to existing sources of commercial forestry financing. Therefore, CFC is actively participating in a task force lead by the Policy Component to seek badly needed long-term funding. The Component will also participate in the Alternative Sources of Project Finance Assessment and Manuals activity.

7.3 SME

SMEC primary objectives for the next quarter are:

1. Approve and sign 12 fast-track projects;
2. Complete the recruitment of the central office staff (Technical Development Manager, Project Finance Analyst, and Market Linkages Manager);
3. Select, hire and train the core team of the First Tier Offices, including the presentation of their 2006 work plans;
4. Open First Tier Offices in Medellin, Cali and Barranquilla;
5. Have an Information System (IS) solution in place to start tests in order to make the necessary modifications the SMEC needs to start operations;
6. Development of a Project Suppliers Network
 - 6.1. Approve the terms of reference for the request for quotations that aim to define the network of project suppliers the component will work with next year;
 - 6.2. Launch of national and regional convocatorias;
 - 6.3. Publicize the results of and signing of Blanket Purchase Agreements with the selected project suppliers;
7. Consultancy for developing an honorariums scheme for service providers
 - 7.1. Approve the terms of reference for the request for proposals that aims to define the honorariums scheme the SMEC will work with next year;
 - 7.2. Launch the convocatoria
 - 7.3. Sign contract and initiate consultancy.

7.3.1 Projected BDC Projects for Next Quarter Summary

Table 20 illustrates the projects that are anticipated to be passed into implementation by Review Committees by the end of the Fourth Quarter FY '06. This table indicates that 14 projects are anticipated to pass Review Committees in the Fourth fiscal quarter with six additional projects from the SMEC, five from the CFC and three from the ABC. After these projects are passed into Implementation more than 119,431 hectares of land will be supported, 12,303 families benefited and 2,384 sustainable jobs created.

TABLE 20
PROPOSAL STATUS REPORT AS OF SEPTEMBER 30, 2006

New adjusted dollar values. (Exchange Rate\$2 436 22/USD)

PROPOSAL NUMBER	DESCRIPTION / NAME	PRODUCT / SECTOR	TOTAL COST (USD \$000)	MIDAS AMOUNT (USD \$000)	MIDAS %	HA. DIRECTLY IMPACTED	FAMILIES DIRECTLY IMPACTED	EQUIVALENT JOBS / WORKDAYS
SME								
S-0019-06	Multipartes SA	Plastic Parts	19	10	50%		149	49
S-0020-06	Litocenco Ltda.	Digital Printing	5	2	50%		69	12
S-0021-06	Nutriavícolas S.A.	Poultry	20	9	43%		305	40
S-0024-06	Multiservicios de Ingeniería	Oil	316	123	39%		2,267	830
S-0043-06	Surtegral Ltda	Agr. Raw Materials	10	5	50%		N.A.	24
S-0042-06	Oben Muebles Ltda	Furniture	11	5	50%		134	25
TBD	Proservis	Personnel Services	12	6	50%		165	30
TBD	Cooviconbeima	Security	8	2	31%		166	13
TBD	ISI Ltda (5 projects)	Security	28	14	50%		N.A.	115
SUBTOTAL			9	431	41%	-	3,255	1,138
COMMERCIAL FORESTRY								
F-0008-06	Empresa Forestal La Girona de Uraba	Plantacion Forestal	2,988	184	6%	1,200	100	404
F-0009-06	Empresa Forestal El Indio de Uraba	Plantacion Forestal	3,159	236	7%	1,200	100	394
F-0012-06	Empresa Forestal Comunitaria de Bajo Mira y Frontera E.U.	Bosque Natural	214	96	45%	9,705	1,800	40
F-0022-06	Empresa Forestal Comunitaria de la Acia. El Nuanamo E.U.	Bosque Natural	152	87	57%	26,529	1,200	54
F-0007-06	Nucleo forestal de Melina en Caribe Bajo	Plantación Forestal	4,021	360	9%	1,674	636	120
F-0011-06	Nucleo forestal de la reforestadora El Guasimo S.A.	Plantación Forestal	2,675	230	9%	1,000	402	145
F-0036-06	Cabildos indígenas de la Serrania de Abibe	Bosque Natural	239	94	40%	25,000	520	42
F-0028-06	Consejo comunitario de Concosta Docampado.	Bosque Natural	246	99	40%	13,081	164	23
F-0039-06	Consejo comunitario de Alto Guapi.	Bosque Natural	226	99	44%	23,000	542	24
SUBTOTAL			9	13,920	11%	102,389	5,464	1,246
AGRIBUSINESS								
A-0002-06	El Pórtico	Palm	4,525	649	14%	1,700	170	TBD
A-0005-06	Asocati	Cacao	3,601	537	15%	1,500	500	TBD
TBD	CEA	Passion Fruit	5,462	248	5%	842	206	TBD
TBD	Fedecacao	Cacao	11,122	666	6%	7,500	1,500	TBD
TBD	IRRIMER	Café	15,209	362	2%	2,500	833	TBD
TBD	Compañía Palmera del sur de Bolívar	Palm	10,120	1,156	11%	3,000	375	TBD
TBD	FUNDESCAT	Cacao	4,581	1,293	28%	1,200	240	TBD
TBD	PROCAUCHO	Cacao	4,180	1,238	30%	1,200	240	TBD
SUBTOTAL			8	58,800	10%	19,442	4,064	-
TOTAL:			26	73,151	11%	121,831	12,783	2,384

7.4 POLICY

Table 17 and Table 18, show the consultancies expected to be signed during the next quarter. The main field areas of consultancy will be:

- TBT
- SPS

- Financial Services
- Fiscal Reform
- Agriculture and Forestry
- Environment
- Competitiveness
- Energy
- Arbitration
- Custom
- Labor

TABLE 17: EXPAT SHORT TERM POLICY CONSULTANCIES FOR THE NEXT QUARTER

Project	MAIN RESPONSIBILITY	NAME	START DATE	LOE/DAYS
TBT	GMP Pharmaceutical Expert	Encarnación ZAMORA	1-Aug-06	38
	GMP Pharmaceutical Expert	Sarah PÉREZ	1-Aug-06	38
	GMP pharmaceutical expert	Fernando TAZÓN	1-Aug-06	38
	TBT Workshop Presenter	TBD	1-Aug-06	4
	TBT Workshop Presenter	TBD	1-Nov-06	4
	Green Market Labeling Workshop Presenter	TBD	1-Sep-06	5
SPS	Meat HACCP Expert	Juan SILVA	1-Aug-06	10
	Meat Microbiology Expert	Alejandro MARTINEZ	1-Sep-06	12
	GAP Expert for Animal Farms	TBD	1-Aug-06	30
	Dairy cleaning and sanitation Expert	TBD	1-Aug-06	12
	Low Prevalence Areas Expert	Manuel MEJIA	1-Aug-06	50
	Systems Approach Expert	Aldo MALAVASI	1-Aug-06	24
	Minor Crops Pesticide Registration Expert	Jerry BARON	1-Aug-06	20
	Laboratory Quality Assurance Expert	TDB	1-Aug-06	60
	Microbiological Risk Analysis Expert	Antonio MARTINEZ	1-Aug-06	20
	Chemical Risk Analysis Expert	TBD	1-Sep-06	20
	Low Acid Canned Food Expert	TBD	1-Sep-06	26
	Cleaning and Sanitation Regulations Expert	TBD	1-Sep-06	24
	Additives and Ingredients and Packaging Materials Expert	TBD	1-Sep-06	24
	SPS Control at Border Points Expert	TBD	1-Aug-06	36
Financial Services	SME Finance Reform	Arelis GÓMEZ	6-Jul-06	60
	Finance SME and Microcredit Consultant	Robert VOGEL	11-Aug-06	80
	Financial Services Expert	Elizabeth ANDRADE	26-Aug-06	52
	Financial Services Expert	Juan Carlos PROTASI	1-Sep-06	80
	Micro Lending Expert	Diego GUZMAN	1-Sep-06	60
	Collateral Expert	TBD	1-Sep-06	30
	Collateral Expert	TBD	1-Sep-06	30
	Collateral Expert	TBD	1-Sep-06	30
	Risk Based Supervision	Robert HEFNER	1-Sep-06	60
	SME Risk Based Lending	TBD	1-Sep-06	40
	SME Risk Based Lending	TBD	1-Sep-06	40
	Microlending Expert	TBD	1-Sep-06	55
	Microlending Expert	TBD	1-Sep-06	55
Fiscal	Tax Expert	George ZODROW	1-Sep-06	25
Agriculture and Forestry	Agriculture Statistics Expert	TBD	1-Sep-06	50
	Agriculture Market Intelligence Expert	TBD	1-Sep-06	30
	Agriculture Policy Expert	TBD	1-Sep-06	40
	Agriculture Reconversion Expert	TBD	1-Sep-06	40
	Agriculture Land Expert	TBD	1-Sep-06	30
	Agriculture Finance Expert	TBD	1-Sep-06	20
Arbitration	Arbitration Lawyer	Bart LEGUM	1-Aug-06	25
	Arbitration Lawyer	David PAWLACK	1-Aug-06	25
Custom	Customs Expert - ST Customs Modernization	TBD	1-Sep-06	7
	Customs Expert -ST Rules of Origin	TBD	1-Aug-06	20

TABLE 18: COLOMBIAN SHORT TERM POLICY CONSULTANCIES FOR THE NEXT QUARTER

Project	MAIN RESPONSIBILITIES	NAME	START DATE	LOE/DAYS
TBT	TBT HACCP Consultant	Liliana NAVARRETE	1-Aug-06	100
	National TBT Assistant	Rafael RAMIREZ	5-Jul-06	60
	TS 16949 Expert	Alfredo LOW PADILLA	1-Aug-06	52
	TS 16949 Expert	Sandra PINTO	15-Aug-06	50
	Green Markets Expert	TBD	15-Aug-06	45
	Green Markets Expert	Maria Claudia TORRES	1-Aug-06	40
	Green Market Certification	TBD	1-Sep-06	80
	Information Systems Expert	Sandra BOTERO	15-Aug-06	60
Green Market Certification	TBD	1-Sep-06	80	
SPS	Good Agricultural Practices Expert	Lina FULLADOSA	10-Jul-06	60
	Processed Foods Expert	Teresita BELTRAN	10-Jul-06	100
	HACCP/GMP Expert for Meat Project	Rafael RAMIREZ	5-Jul-06	60
	Information Systems Expert	Sandra BOTERO	17-Jul-06	29
	GHP Expert for Beef Farms	Juan Francisco GALLEGO	1-Aug-06	100
	Information System Consultant	Monica RIOS	1-Aug-06	30
	GAP in Meat / Pork Farms	Marlyn ROMERO	15-Aug-06	60
	GAP and Pesticide Expert (Consulting Firm)	CCI	1-Sep-06	100
	GAP and Pesticide Expert (Consulting Firm)	IICA	1-Sep-06	100
	Risk Analysis Expert	TBD	1-Sep-06	40
	Institutional Reform Expert	TBD	1-Sep-06	100
	SPS Pre-Approval Procedures Consultant	TBD	10-Sep-06	25
Dairy Sector Information System Expert	TBD	10-Sep-06	40	
Labor	Economic Modelling Expert	TBD	6-Aug-06	100
	Database Assistant	Andres VARGAS	1-Sep-06	50
	SENA Pilot Project - Training Needs			
	Forecasting Expert	TBD	1-Sep-06	60
	SENA Pilot Project - Job Matching Expert	TBD	1-Aug-06	60
	Competencies Expert	TBD	1-Aug-06	80
	Intermediation Expert	TBD	1-Aug-06	60
	Training Needs Specialist	TBD	1-Aug-06	80
	Oral Accusatory System Specialist	TBD	1-Sep-06	60
	Labor Demand Statistics Expert	TBD	1-Sep-06	80
Fundamental Labor Rights	Cesar RODRIGUEZ	1-Sep-06	60	
Finacial Services	SME Finance Reform Consultant	Jorge SAZA	1-Aug-06	100
	SME Finance Reform Consultant	César GONZÁLEZ	1-Aug-06	60
	Agrarian Bank Advisor	TBD	1-Aug-06	80
	Credit Bureaus Advisor	Monica VELEZ	1-Aug-06	80
	Local Mergers Lawyer	Maria Consuelo RODRIGUEZ	1-Aug-06	70
	Micro Lending Expert	Laura MÉNDEZ	1-Aug-06	80
	Micro Lending Expert	Manuel TORRES	1-Aug-06	80
	Micro Lending Expert	Maria Cristina CORTEZ	1-Aug-06	80
	Micro Lending Expert	Henry CARDONA	1-Aug-06	80
	Micro Lending Expert	Reinel TORRES	1-Aug-06	80
	Securities Supervision Expert	David GONZALEZ	1-Aug-06	60
	Process Document Drafter	Oscar Julián SOTO	1-Aug-06	40
	Financial Services Opportunities Expert	Lina ZULUAGA	1-Aug-06	42
	Financial Services Opportunities Expert	Lizbeth FAJURY	1-Aug-06	42
	Autoregulación	Nestor FAGUA	1-Aug-06	33
	Autoregulación	Janeth VARGAS	1-Aug-06	33
	Low Amounts Accounts	Janeth VARGAS	15-Aug-06	25
	Low Amounts Accounts	Gustavo Osorio	15-Aug-06	25
	Encuesta ACOPI	Juan Carlos GUTIERREZ	1-Aug-06	25
	Financial Services Expert	TBD	1-Aug-06	60
Financial Services Assistant	TBD	1-Aug-06	60	
Microfinance Expert	Lilian de RIVAS	1-Aug-06	100	
Mircro Finance Financial Expert	Raul SANCHEZ	1-Aug-06	40	

Project	MAIN RESPONSIBILITIES	NAME	START DATE	LOE/DAYS
Fiscal Reform	Fiscal Reform Team Leader	TBD	1-Sep-06	80
	Tax Expert	TBD	1-Sep-06	80
	Economist	TBD - Level 2	1-Sep-06	40
	Research Assistant	TBD	1-Oct-06	50
	Payroll Tax/Pension Expert	TBD	1-Oct-06	40
	Tax Lawyer	TBD	1-Oct-06	45
Agriculture and Forestry	Agriculture Policy Expert	TBD	15-Aug-06	50
	Agriculture Research Assistant	TBD	15-Sep-06	50
	Agriculture Reconversion Expert	TBD	15-Sep-06	50
	Agriculture Land Expert	TBD	15-Sep-06	50
	Agriculture Finance Expert	TBD	15-Sep-06	30
	Land Economist	Ana María IBÁÑEZ	15-Sep-06	20
	Forestry Lawyer	TBD	15-Sep-06	15
	Forestry Expert	TBD	15-Sep-06	70
	Forestry Expert	TBD	15-Sep-06	60
Environment	Environment Regulation Consultant	Fabian NAVARRETE	1-Aug-06	65
	Environment and Agriculture Team Leader	Juan Carlos SALAZAR	1-Aug-06	230
	Environment Incentives Consultant	Javier BLANCO	1-Aug-06	65
	Regulatory Environment Consultant	Gloria SANCLAMENTE	1-Aug-06	100
	Natural Resources Code Expert	Catalina LLINAS	17-Jul-06	26
	Natural Resources Code Expert	Gerardo VINA	15-Jul-06	30
	Natural Resources Code Expert	Ricardo Felipe HERRERA	15-Jul-06	30
	Natural Resources Code Expert	Julio Cesar RODRIGUEZ	15-Jul-06	30
	Natural Resources Code Expert	Julio RODAS	15-Jul-06	30
	Natural Resources Code Expert	Manuel Santiago BURGOS	15-Jul-06	30
	Natural Resources Code Expert	Julio Enrique GONZALEZ	15-Jul-06	30
Competitiveness	Technical expert for Institutional Reform	TBD	9-Sep-06	60
	Competitiveness Strategy Team Leader	Diego BAUTISTA	5-Jul-06	105
	Expert to support DNP	Ana Maria CADENA	1-Aug-06	100
	Expert to support DNP	Maria Isabel AGUDELO	15-Sep-06	60
Energy	Energy Regulation Expert	Carmenza CHAHIN	1-Aug-06	60
	Expert on Retail Commercialization of Power	Ana Maria FERREIRA	6-Jul-06	38
	Electric Power Expert	Eduardo AFANADOR	6-Jul-06	38
Customs	Customs Expert - ST Risk Analysis	TBD	15-Aug-06	45
	Customs Lawyer Colombian/ Prosecution	TBD	15-Sep-06	10
	Customs Lawyer	Ricardo LÓPEZ	15-Aug-06	40
Arbitration	Arbitration Lawyer	Adriana POLANIA	15-Aug-06	35
Professional Services	Professional Services Expert	Carlos GONZALEZ	1-Aug-06	40
	Professional Services Expert	Er ka MARDONES	1-Aug-06	40
	Professional Services Expert	Juan RODRIGUEZ	1-Aug-06	40

7.5 PROGRAM PLANNING

7.5.1 M&E

1. Prepare initial verifications for Fast Track proposals that are passed into Development;
2. Prepare an individualized monitoring plan for each approved Fast Track project;
3. Continue to follow-up projects that are in implementation;

4. Train the new grantees in the use of monitoring tools;
5. Adjust the monitoring plan for each MIDAS component based on ACI and Internal indicators established on the PMP; and
6. Participate in the design of the new software application being prepared by MIDAS to handle all information regarding Programs and projects.

7.5.2 Environment

1. Prepare and deliver environmental information for all MIDAS proposals that are in Development ;
2. Start or continue the environmental follow-up of projects that are in or move into Implementation; and
3. Participate in the development and implementation of the new software application being prepared by USAID to handle all environmental information regarding Programs and projects.

7.5.3 Management Information System

1. Select the optimal software and a computer platform for the components MIS needs;
2. Start data servers for MIDAS;
3. Design and implement small applications to build the MIDAS Information System; and
4. Work with Nick Thomas from Burlington on the design and implementation of the MIDAS GIS.

7.5.4 Budget Monitoring

1. Hire the individual selected to fill the position of Budget Monitoring Specialist.
2. MIDAS and CAPP final budgets will be clearly defined.
3. New procedures will be established and standardized for budget monitoring.

7.6 PROJECT FINANCIAL ANALYSIS

1. Complete hiring of component level financial analysts (CFA).
2. Train and coach new CFAs in their responsibilities.
3. Draft and gain approval for the policies and procedures for the CFAs.
4. Continue to support the payment and tracking of the CAPP projects. The separation of budget versus actual expenses is required by the CAPP CTO to track the progress of the original CAPP projects.
5. Continue to coordinate with independent auditors and resolve findings and corrective actions of CAPP projects.
6. Provide initial training to grantees about MIDAS requirements for internal control, billing and accounting of grants.
7. Work with the MIDAS G&C department to define and produce their requirements for preparing donation contracts.

7.7 GRANTS AND SUBCONTRACTS

- Contract No. MIDAS-F-0008-06-C-002 to La Gironde de Urabá, S.A. for a total amount of COLP\$449.217.181 to plant 785 hectares of Teak and Melina, and to provide maintenance to 415 hectares already planted in the Necocli Municipality.
- Contract No. MIDAS-F-0009-06-C-003 to El Indio de Urabá, S.A. for a total amount of COLP\$576.111.884 to plant 1036 new hectares of Teak and Melina and to provide maintenance to 164 hectares already planted in the Necocli Municipality.
- Contract No. MIDAS-S-0000-06-C-005 to Centro Nacional de Productividad for a total amount of COLP\$77.000.000 to be a project provider for MIDAS.
- Grant No. MIDAS-F-0011-06-G-007 to Bajo Mira y Frontera for a total amount of COLP\$235.000.000. This is a harvesting pilot test of Natural Forest in Pacifico Sur project.

- Grant No. MIDAS-F-0022-06-G-008 to Empresa Forestal Comunitaria de la Acia El Nuamano, EU for a total amount of COLP\$212.500.000. This is communitarian forestry Institutional Strengthening by supporting an integrated sustainable forestry harvesting project.
- Grant No. MIDAS-A-0002-06-G-0009 for a total of COLP\$1.666.836.705 to establish and maintain 1,700 new hectares of African Palm Trees, in the municipalities of Sabana de Torres, La Gomez and San Isidro, Department of Santander.
- Grant No. MIDAS-A-0005-06-G-010 to ASOCATI for a total amount of COLP\$1.601.130.396 to Plant 1,000 new hectares and rehabilitate of 500 hectares of cacao, in the municipalities of Tibu, El Tarra and Sardinata, Norte de Santander.
- Contract No. MIDAS-S-0000-06-C-011 to ACOPI for a total amount of COLP\$77.000.000 to be a project provider for MIDAS.
- Contract No. MIDAS-S-0000-06-C-012 to FUNDES for a total amount of COLP\$77.000.000 to be a project provider for MIDAS.
- Contract No. MIDAS-A-0000-06-C-013 to FEDERACIÓN NACIONAL DE CACAOTEROS. for a total amount of COLP\$7.000.000 to interviewing 700 farm families, tabulation of results, selection of the participating farmers, and forwarding this information to MIDAS Agribusiness Component management. A secondary but no less important task is the development of on-farm rehabilitation activities which will serve as tools when working with the participating farmers and establish a Cacao Rehabilitation Cost Matrix that will be use in the Cacao Project.

7.8 TECHNICAL SERVICES

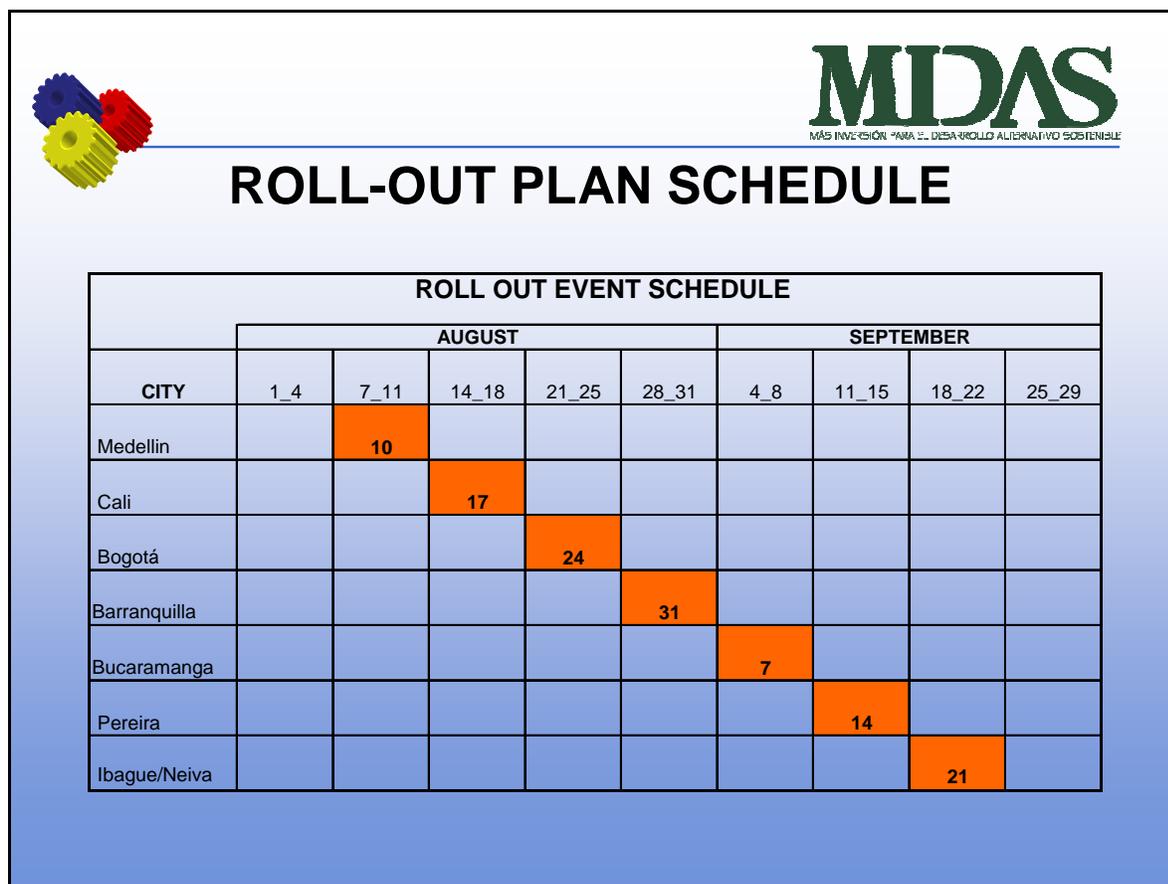
It is critical during the next quarter to finish the staffing process of the Technical Services Department. In order to do this the following issues need to be redefined:

- Assessing the need for a Technical Department Manager vis a vis having Department staff reporting to the DCOP, thus enhancing his responsibilities and capacity for Program coordination.
- Reassessing the need for a cross-cutting function in training vis a vis making it the sole responsibility of Component Managers.
- Assessing the need for a position within the Department related to public/private partnerships at the national and regional levels that would help the Component Managers in identifying and engaging with key stakeholders and allies to the Program.

In relation to the Corridor Offices, the main activities will relate to opening offices in Cali and Medellín in July, Barranquilla and Bucaramanga in August and Neiva in September, including the staffing, budget approval and completion of an operations manual for these corridor-level offices.

7.9 ROLL-OUT PLAN

FIGURE 10



MIDAS will be introducing itself via three primary mechanisms, 1) contacts with key Bogotá based partner organizations such as Accion Social, Ministry of Agriculture and MIDAS local partners such as COMPARTAMOS and SAC, 2) via APSs released for the CFC and Agribusiness Components (ABC), and 3) via a series of Road Shows to be held in each of the MIDAS corridors and in Bogotá.

Figure 10 shows the plan for seven Road Shows that will introduce MIDAS. These Road Shows will feature a combination of general presentations to key decision makers within each of the corridors, including presentations by USAID and Accion Social, and separate meetings involving each Business Development Component (BDC) and their potential customers. The objective of the general meeting is to familiarize corridor/level decision makers with the MIDAS program and USAID's role in Alternative Development in Colombia. The objective of the component-level meetings is to stimulate high quality proposals from potential customers in the corridor.

7.10 ADMINISTRATION

7.10.1 Human Resources

- Consultant and personnel training on HR policies and procedures.
- Hiring of 119 new personnel, 66 for MIDAS, 34 for ADAM, and 19 for Combined Services.
- Installment of new accounting and HR management software.
- Creation of an Occupational Health Panel.
- Elaboration of an occupational risk assessment for the central and regional offices.
- Creation and implementation of HR-related professional risks training teams.

- Elaboration of employee performance evaluations for 180 days and annual.

7.10.2 Procurement

- Implement purchase request control and follow-through charts.
- Process purchases needed for the MIDAS regional offices opening in Apartadó, Barranquilla, Bucaramanga, Cali, and Medellín.
- Process purchases needed for the new ARD offices.
- Plan a training exercise for ARD employees on purchasing request procedures.

7.10.3 Inventory Management

- Hire responsible and qualified people for inventory management and central filing.
- Review and compare the physical inventory against the lists received.
- Carry out an inventory audit.
- Acquire and deliver the necessary inventory to the regional offices being opened.
- Establish a definitive location for inventory storage, so the processes set forth in the Inventory Manual can be properly implemented.

7.10.4 Events and Logistics

- Develop an accord with a travel agency for the establishment of an in-house travel agency office, with the objective of streamlining the travel booking process.
- Train employees and consultants in Event and Logistics procedures.

7.10.5 Information Technology Systems

- Catalogue the 171 computers received at the end of June and finish distributing them in July and August)
- Implement the approved design and bring to full operating capacity all IT systems in the new offices.
- Replace the provisional network structure with a robust, definitive network structure that fully meets ADAM and MIDAS needs.
- Contract the purchase of equipment and services according to the particular needs and specifications of the new office space, and according to the short and long term needs of the Programs.
- Organize IT into an optimum operating structure.
- Install the new accounting software.

7.10.6 General Services

- Installation and implementation of new reception software for better control of visitors.
- Contract a taxi service through vouchers in order to have a secure and controlled supplemental transportation service.

7.11 CONTROLLER

- Develop an internal audit manual, with the assistance of the Component Managers that will establish the internal procedures and controls over component activities.
- Implement the software and the associated new processes to cut and register checks only one time.
- Work with the Component Managers and Program Planning to develop a proposed budget by component that will form the base for Home Office to propose a realignment of the current budget, i.e., a Budget Mod.

- Acquire and install new, more sophisticated accounting and payroll software, and enter old data into the system.
- Finalize roles and responsibilities for all financial control aspects such as project agreement advances versus offsets, Award Budget monitoring, customer invoice approval, budget monitoring.
- Finalize the organization structure, number of staff and budget for the ARD Colombia Controllers Department.

7.12 OUTREACH

In the next quarter, the Outreach Manager will implement several activities:

- 1) Develop and coordinate the Road Shows in the seven selected cities;
- 2) Define the Outreach Work Plan for each of the MIDAS components (based on detailed dialogues with each component team to establish/confirm their Outreach needs);
- 3) Develop a work plan for joint tasks with ADAM;
- 4) Establish and gain approval for the Department's structure and professional profiles/staffing needs, two additional staff are likely to be recruited through OAS Trust;
- 5) Establish and gain approval for a specific 2006 Budget and a basic LoP budget; and
- 6) Adjust the draft Outline Outreach Communications Strategy based on USAID comments and recommendations, and ADAM and MIDAS components' needs.

7.13 SECURITY

- 1) Improve the response time to travel approval requests.
- 2) Design a definitive security plan.
- 3) Design and implement a definitive security system in the new central office space.
- 4) Train all personnel in urban and rural security.
- 5) Design and implement a security plan for the regional offices.

7.14 OTHER

- 1) Complete all IQC-type agreements with US Sub-contractors and issue Task Orders for sub-contractor support needed in the Fourth Quarter.
- 2) Develop a recommendation for a Budget Mod that is consistent with the approved Work Plan budget.
- 3) Resolve any outstanding issues regarding organization structure and staffing.

8.0 PROGRESS TOWARD SO GOALS

8.1 REALIZED IMPACT ON KEY INDICATORS

MIDAS aims to reach its goals through a combination of projects implemented by its four components. Since this report covers the start of the Program, a great effort has been made to generate a quick impact in terms of the quantitative goals agreed upon in the contract. For this period three SME projects, four commercial forestry projects and two agribusiness projects have been passed into the Approval phase. As seen on Table 19, these nine projects, which make up the first of the Fast Track projects, will contribute a significant number of jobs, hectares and beneficiaries.

TABLE 19

Quantitative Objectives as of June 30th, 2006				
Performance Indicators	GOALS	SO	IR	3QR FY'06
1. Number of Jobs Created	177,000	SO2, SO3	2.1	993
2. Hectares Supported	197,500	SO2	2.1, 2.3	5,600
3. Hectares of Natural Forest Managed	150,000	SO2	2.1, 2.3	36,234
4. Number of Families Benefited	148,600	SO2	2.1	4,393
5. Number of Families Benefited Through New Job Created (SME)	418,000	INTERNAL		523
6. Projects Approved or in Implementation	3,982	INTERNAL		9

8.2 ANTICIPATED IMPACTS ON KEY INDICATORS

The projected indicators for the 26 projects expected to go into Approval or Implementation by September 30, are shown in Table 20. It is very important to point out that the numbers of jobs created will increase significantly once the Agribusiness projects move on to a latter stage of the approval process.

TABLE 20

Quantitative Objectives Projected For Next Quarter				
Performance Indicators	GOALS	SO	IR	4QR FY'06
1. Number of Jobs Created	177,000	SO2, SO3	2.1	2,384
2. Hectares Supported	197,500	SO2	2.1, 2.3	24,516
3. Hectares of Natural Forest Managed	150,000	SO2	2.1, 2.3	97,315
4. Number of Families Benefited	148,600	SO2	2.1	12,783
5. Number of Families Benefited (SME)	418,000	INTERNAL		3,255
6. Projects Approved or in Implementation	3,982	INTERNAL		26

9.0 FINANCIAL INFORMATION

9.1 PROJECT IMPLEMENTATION COMMITMENTS

Figure 11 shows the financial commitments made under grants and subcontracts for project support under the BDCs and for policy and institutional reform activities under Policy. To track total commitments versus obligated funds, Support Disbursements are also subtracted from the current \$20 million obligation. As can be noted from Figure 11 the current \$20 million obligation is anticipated to be exhausted sometime in the fourth calendar quarter of 2006. ARD will officially notify USAID when the current obligation is 75% utilized. It is important to note that many of the project support grants and subcontracts MIDAS is signing are for multi-year support, so MIDAS obligations need to be matched with USAID obligations to MIDAS.

FIGURE 11




PROJECT IMPLEMENTATION COMMITMENTS

	2006					2007	June 30, 2008
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Total		
CLIN 1 Small & Medium Enterprises		55,449	8,063	41,638	105,150	7,286,432	4,371,860
CLIN 2 Agribusiness		25,816	6,149,000	3,572,086	9,746,902	7,075,698	4,245,419
CLIN 3 Commercial Forestry		32,255	1,486,000	3,922,541	5,440,796	4,525,131	2,715,079
CLIN 4 Policy & Institutional		622,817	1,344,418	2,016,628	3,983,863	4,810,348	2,405,174
Subtotal Committed in Projects	0	736,337	8,987,481	9,552,893	19,276,711	23,697,609	13,737,532
Support Commitments	985,016	3,098,738	3,586,765	1,118,801	8,789,321	10,107,719	5,306,552
Total Disbursements	985,016	3,835,075	12,574,246	10,671,694	28,066,031	33,805,328	19,044,084
Cumulative Total Committed	985,016	4,820,091	17,394,338	28,066,031	28,066,031	61,871,359	80,915,443
Obligated Funds	20,156,207	20,156,207	20,156,207	20,156,207	20,156,207	20,156,207	20,156,207
Obligated Remaining	19,171,191	15,336,116	2,761,870	-7,909,824	-7,909,824	-41,715,152	-60,759,236
Total G&C Implementation Funds	64,708,690	64,708,690	64,708,690	64,708,690	64,708,690	64,708,690	64,708,690
Total G&C Implementation Remaining	64,708,690	63,972,353	54,984,872	45,431,979	45,431,979	21,734,370	7,996,838

Calendar Year
US Dollars

9.2 CASH FLOW REPORT

Figure 12 shows the cash flow associated with MIDAS operations for the last two calendar quarters and a projection for the next 24 months. As can be noted in Figure 12, current obligated funds are anticipated to last until the first calendar quarter of 2007. As previously noted, cash flow will dramatically increase as staffing is completed and agreements for more projects and policy work are signed.

FIGURE 12




PROJECT CASH FLOW

	2006					2007	June 30, 2008
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Total		
CLIN 1 Small & Medium Enterprises	3,043	5,897	35,287	35,287	79,514	4,713,717	2,855,056
CLIN 2 Agribusiness	778	5,897	342,906	342,906	692,487	5,675,601	6,884,462
CLIN 3 Commercial Forestry	2,265	6,075	499,503	1,062,486	1,570,329	3,846,553	2,353,068
CLIN 4 Policy & Institutional	991	32,530	380,925	641,211	1,055,657	2,321,796	4,118,049
Subtotal Disbursed for Projects	7,077	50,399	1,258,621	2,081,890	3,397,987	16,557,667	16,210,635
Support Disbursements	985,016	1,283,796	2,290,201	2,636,628	7,195,642	8,274,988	4,344,369
Total Disbursements	992,093	1,334,195	3,548,822	4,718,518	10,593,629	24,832,655	20,555,004
Cumulative Total Disbursements	992,093	2,326,288	5,875,110	10,593,629	10,593,629	35,426,284	55,981,288
Obligated Funds	20,156,207	20,156,207	20,156,207	20,156,207	20,156,207	20,156,207	20,156,207
Obligated Remaining	19,164,114	17,829,919	14,281,097	9,562,579	9,562,579	-15,270,077	-35,825,081
Total Program	159,999,979	159,999,979	159,999,979	159,999,979	159,999,979	159,999,979	159,999,979
Program Funds Remaining	159,007,886	157,673,691	154,124,869	149,406,351	149,406,351	124,573,696	104,018,692

Calendar Year
US Dollars

9.3 PROGRAM IMPLEMENTATION FINANCIAL PROJECTIONS

Figure 13 shows cash flow expenditures by Component and for MIDAS in total. Cash flow to date has been modest due to fact that the period up to 30 June was primarily start-up. Only 1.55 of total program funds and 11.5% of the Year One budget have been spent to date. However, it is anticipated that expenditures for the second half of calendar 2006 will be dramatically higher than for the first half.

FIGURE 13





THIRD QUARTER FINANCIAL REPORT

	BUDGET	Clin 1 SME	Clin 2 Agribusiness	Clin 3 Commercial Forestry	Clin 4 Policy & Institutional Reform	Total Spent Inception to 06/30/06	Remaining From 07/01/06 to 12/21/10	% SPENT
Personnel								
Direct Labor-FT	1,363,137	35,028	68,453	69,327	21,610	194,418	1,168,719	14.3%
Direct Labor-ST	922,266	39,322	47,139	46,241	18,450	151,152	771,114	16.4%
Consultants	1,184,084	28,054	25,609	30,860	12,004	96,527	1,087,557	8.2%
CCN/TCN Technical	12,263,044	84,663	54,099	30,642	7,874	177,278	12,085,766	1.4%
CCN/TCN Support	2,138,219	36,696	38,148	35,117	16,980	126,941	2,011,278	5.9%
Total Personnel	17,870,750	223,763	233,448	212,187	76,918	746,316	17,124,434	4.2%
Fringe Benefits	7,324,568	55,366	71,730	61,027	24,442	212,565	7,112,003	2.9%
Travel & Transportation	9,334,697	45,453	50,294	50,567	21,912	168,226	9,166,471	1.8%
Allowances	2,496,729	34,881	41,157	22,201	15,541	113,780	2,382,949	4.6%
Subcontracts	94,790,437	8,940	6,675	8,340	33,521	57,476	94,732,961	0.1%
Equipment	711,390	57,990	6,614	2,646	1,968	69,218	642,172	9.7%
Other Direct Costs	4,774,326	139,249	127,138	82,450	60,060	408,897	4,365,429	8.6%
Subtotal	137,302,897	565,642	537,056	439,418	234,362	1,776,478	135,526,419	1.3%
Indirect Costs								
Overhead	5,943,040	64,957	69,319	59,727	19,581	213,584	5,729,456	3.6%
G&A	6,120,795	72,262	76,033	62,582	28,006	238,883	5,881,912	3.9%
MHO	4,230,731	2,343	465	384	1,242	4,434	4,226,297	0.1%
Total Indirect Costs	16,294,566	139,562	145,817	122,693	48,829	456,901	15,837,665	2.8%
Fixed Fee	6,402,516	29,336	28,408	23,384	11,781	92,909	6,309,607	1.5%
Total Costs & Fixed Fee	159,999,979	734,540	711,281	585,495	294,972	2,326,288	157,673,691	1.5%
Percentages by CLIN		31.6%	30.6%	25.2%	12.7%	100.0%		

APPENDIXES

APPENDIX A. MUNICIPALITIES LIST

Department	Municipality	MIDAS Corridor
ANTIOQUIA	Abejorral	Uraba /Antioquia / Choco
ANTIOQUIA	Abriaqui	Uraba /Antioquia / Choco
ANTIOQUIA	Alejandro	Uraba /Antioquia / Choco
ANTIOQUIA	Amaga	Uraba /Antioquia / Choco
ANTIOQUIA	Amalfi	Uraba /Antioquia / Choco
ANTIOQUIA	Andes	Uraba /Antioquia / Choco
ANTIOQUIA	Angelopolis	Uraba /Antioquia / Choco
ANTIOQUIA	Angostura	Uraba /Antioquia / Choco
ANTIOQUIA	Anori	Uraba /Antioquia / Choco
ANTIOQUIA	Anza	Uraba /Antioquia / Choco
ANTIOQUIA	Apartado	Uraba /Antioquia / Choco
ANTIOQUIA	Arboletes	Uraba /Antioquia / Choco
ANTIOQUIA	Argelia	Uraba /Antioquia / Choco
ANTIOQUIA	Armenia	Uraba /Antioquia / Choco
ANTIOQUIA	Barbosa	Uraba /Antioquia / Choco
ANTIOQUIA	Bello	Uraba /Antioquia / Choco
ANTIOQUIA	Belmira	Uraba /Antioquia / Choco
ANTIOQUIA	Betania	Uraba /Antioquia / Choco
ANTIOQUIA	Betulia	Uraba /Antioquia / Choco
ANTIOQUIA	Briceno	Uraba /Antioquia / Choco
ANTIOQUIA	Buritica	Uraba /Antioquia / Choco
ANTIOQUIA	Caceres	Uraba /Antioquia / Choco
ANTIOQUIA	Caicedo	Uraba /Antioquia / Choco
ANTIOQUIA	Caldas	Uraba /Antioquia / Choco
ANTIOQUIA	Campamento	Uraba /Antioquia / Choco
ANTIOQUIA	Canasgordas	Uraba /Antioquia / Choco
ANTIOQUIA	Caracoli	Uraba /Antioquia / Choco
ANTIOQUIA	Caramanta	Uraba /Antioquia / Choco
ANTIOQUIA	Carepa	Uraba /Antioquia / Choco
ANTIOQUIA	Carmen de Viboral	Uraba /Antioquia / Choco
ANTIOQUIA	Carolina	Uraba /Antioquia / Choco
ANTIOQUIA	Caucasia	Uraba /Antioquia / Choco
ANTIOQUIA	Chigorodo	Uraba /Antioquia / Choco
ANTIOQUIA	Cisneros	Uraba /Antioquia / Choco
ANTIOQUIA	Ciudad Bolivar	Uraba /Antioquia / Choco
ANTIOQUIA	Cocorna	Uraba /Antioquia / Choco
ANTIOQUIA	Concepcion	Uraba /Antioquia / Choco
ANTIOQUIA	Concordia	Uraba /Antioquia / Choco
ANTIOQUIA	Copacabana	Uraba /Antioquia / Choco
ANTIOQUIA	Dabeiba	Uraba /Antioquia / Choco

Department	Municipality	MIDAS Corridor
ANTIOQUIA	Don Matias	Uraba /Antioquia / Choco
ANTIOQUIA	Ebejico	Uraba /Antioquia / Choco
ANTIOQUIA	El Bagre	Uraba /Antioquia / Choco
ANTIOQUIA	Entrerrios	Uraba /Antioquia / Choco
ANTIOQUIA	Envigado	Uraba /Antioquia / Choco
ANTIOQUIA	Fredonia	Uraba /Antioquia / Choco
ANTIOQUIA	Frontino	Uraba /Antioquia / Choco
ANTIOQUIA	Giraldo	Uraba /Antioquia / Choco
ANTIOQUIA	Girardota	Uraba /Antioquia / Choco
ANTIOQUIA	Gomez Plata	Uraba /Antioquia / Choco
ANTIOQUIA	Granada	Uraba /Antioquia / Choco
ANTIOQUIA	Guadalupe	Uraba /Antioquia / Choco
ANTIOQUIA	Guarne	Uraba /Antioquia / Choco
ANTIOQUIA	Guatape	Uraba /Antioquia / Choco
ANTIOQUIA	Heliconia	Uraba /Antioquia / Choco
ANTIOQUIA	Hispania	Uraba /Antioquia / Choco
ANTIOQUIA	Itagui	Uraba /Antioquia / Choco
ANTIOQUIA	Ituango	Uraba /Antioquia / Choco
ANTIOQUIA	Jardin	Uraba /Antioquia / Choco
ANTIOQUIA	Jerico	Uraba /Antioquia / Choco
ANTIOQUIA	La Ceja	Uraba /Antioquia / Choco
ANTIOQUIA	La Estrella	Uraba /Antioquia / Choco
ANTIOQUIA	La Pintada	Uraba /Antioquia / Choco
ANTIOQUIA	La Union	Uraba /Antioquia / Choco
ANTIOQUIA	Liborina	Uraba /Antioquia / Choco
ANTIOQUIA	Maceo	Uraba /Antioquia / Choco
ANTIOQUIA	Marinilla	Uraba /Antioquia / Choco
ANTIOQUIA	Medellin	Uraba /Antioquia / Choco
ANTIOQUIA	Montebello	Uraba /Antioquia / Choco
ANTIOQUIA	Murindo	Uraba /Antioquia / Choco
ANTIOQUIA	Mutata	Uraba /Antioquia / Choco
ANTIOQUIA	Narino	Uraba /Antioquia / Choco
ANTIOQUIA	Nechi	Uraba /Antioquia / Choco
ANTIOQUIA	Necocli	Uraba /Antioquia / Choco
ANTIOQUIA	Olaya	Uraba /Antioquia / Choco
ANTIOQUIA	Penol	Uraba /Antioquia / Choco
ANTIOQUIA	Peque	Uraba /Antioquia / Choco
ANTIOQUIA	Pueblorrico	Uraba /Antioquia / Choco
ANTIOQUIA	Puerto Berrio	Uraba /Antioquia / Choco
ANTIOQUIA	Puerto Nare	Uraba /Antioquia / Choco
ANTIOQUIA	Puerto Triunfo	Uraba /Antioquia / Choco
ANTIOQUIA	Remedios	Uraba /Antioquia / Choco
ANTIOQUIA	Retiro	Uraba /Antioquia / Choco
ANTIOQUIA	Rionegro	Uraba /Antioquia / Choco
ANTIOQUIA	Sabanalarga	Uraba /Antioquia / Choco
ANTIOQUIA	Sabaneta	Uraba /Antioquia / Choco
ANTIOQUIA	Salgar	Uraba /Antioquia / Choco

Department	Municipality	MIDAS Corridor
ANTIOQUIA	San Andres	Uraba /Antioquia / Choco
ANTIOQUIA	San Carlos	Uraba /Antioquia / Choco
ANTIOQUIA	San Francisco	Uraba /Antioquia / Choco
ANTIOQUIA	San Jeronimo	Uraba /Antioquia / Choco
ANTIOQUIA	San Jose de La Montana	Uraba /Antioquia / Choco
ANTIOQUIA	San Juan de Uraba	Uraba /Antioquia / Choco
ANTIOQUIA	San Luis	Uraba /Antioquia / Choco
ANTIOQUIA	San Pedro	Uraba /Antioquia / Choco
ANTIOQUIA	San Pedro De Uraba	Uraba /Antioquia / Choco
ANTIOQUIA	San Rafael	Uraba /Antioquia / Choco
ANTIOQUIA	San Roque	Uraba /Antioquia / Choco
ANTIOQUIA	San Vicente	Uraba /Antioquia / Choco
ANTIOQUIA	Santa Barbara	Uraba /Antioquia / Choco
ANTIOQUIA	Santa.Rosa de Osos	Uraba /Antioquia / Choco
ANTIOQUIA	Santafe de Antioquia	Uraba /Antioquia / Choco
ANTIOQUIA	Santo Domingo	Uraba /Antioquia / Choco
ANTIOQUIA	Santuario	Uraba /Antioquia / Choco
ANTIOQUIA	Segovia	Uraba /Antioquia / Choco
ANTIOQUIA	Sonson	Uraba /Antioquia / Choco
ANTIOQUIA	Sopetran	Uraba /Antioquia / Choco
ANTIOQUIA	Tamesis	Uraba /Antioquia / Choco
ANTIOQUIA	Taraza	Uraba /Antioquia / Choco
ANTIOQUIA	Tarso	Uraba /Antioquia / Choco
ANTIOQUIA	Titiribi	Uraba /Antioquia / Choco
ANTIOQUIA	Toledo	Uraba /Antioquia / Choco
ANTIOQUIA	Turbo	Uraba /Antioquia / Choco
ANTIOQUIA	Uramita	Uraba /Antioquia / Choco
ANTIOQUIA	Urao	Uraba /Antioquia / Choco
ANTIOQUIA	Valdivia	Uraba /Antioquia / Choco
ANTIOQUIA	Valparaiso	Uraba /Antioquia / Choco
ANTIOQUIA	Vegachi	Uraba /Antioquia / Choco
ANTIOQUIA	Venecia	Uraba /Antioquia / Choco
ANTIOQUIA	Vigia Del Fuerte	Uraba /Antioquia / Choco
ANTIOQUIA	Yali	Uraba /Antioquia / Choco
ANTIOQUIA	Yarumal	Uraba /Antioquia / Choco
ANTIOQUIA	Yolombo	Uraba /Antioquia / Choco
ANTIOQUIA	Yondo	Uraba /Antioquia / Choco
ANTIOQUIA	Zaragoza	Uraba /Antioquia / Choco
ATLANTICO	Baranoa	Atlantic Coast / Sierra Nevada
ATLANTICO	Barranquilla	Atlantic Coast / Sierra Nevada
ATLANTICO	Campo de la Cruz	Atlantic Coast / Sierra Nevada
ATLANTICO	Candelaria	Atlantic Coast / Sierra Nevada
ATLANTICO	Galapa	Atlantic Coast / Sierra Nevada
ATLANTICO	Juan de Acosta	Atlantic Coast / Sierra Nevada
ATLANTICO	Luruaco	Atlantic Coast / Sierra Nevada
ATLANTICO	Malambo	Atlantic Coast / Sierra Nevada
ATLANTICO	Manati	Atlantic Coast / Sierra Nevada

Department	Municipality	MIDAS Corridor
ATLANTICO	Palmar de Varela	Atlantic Coast / Sierra Nevada
ATLANTICO	Piojo	Atlantic Coast / Sierra Nevada
ATLANTICO	Polonuevo	Atlantic Coast / Sierra Nevada
ATLANTICO	Ponedera	Atlantic Coast / Sierra Nevada
ATLANTICO	Puerto Colombia	Atlantic Coast / Sierra Nevada
ATLANTICO	Repelon	Atlantic Coast / Sierra Nevada
ATLANTICO	Sabanagrande	Atlantic Coast / Sierra Nevada
ATLANTICO	Sabanalarga	Atlantic Coast / Sierra Nevada
ATLANTICO	Santa Lucia	Atlantic Coast / Sierra Nevada
ATLANTICO	Santo Tomas	Atlantic Coast / Sierra Nevada
ATLANTICO	Soledad	Atlantic Coast / Sierra Nevada
ATLANTICO	Suan	Atlantic Coast / Sierra Nevada
ATLANTICO	Tubara	Atlantic Coast / Sierra Nevada
ATLANTICO	Usiacuri	Atlantic Coast / Sierra Nevada
BOLIVAR	Achi	Magdalena Medio / Santanderes / Boyaca
BOLIVAR	Altos del Rosario	Magdalena Medio / Santanderes / Boyaca
BOLIVAR	Arenal	Magdalena Medio / Santanderes / Boyaca
BOLIVAR	Arjona	Atlantic Coast / Sierra Nevada
BOLIVAR	Arroyohondo	Atlantic Coast / Sierra Nevada
BOLIVAR	Barranco de Loba	Magdalena Medio / Santanderes / Boyaca
BOLIVAR	Calamar	Atlantic Coast / Sierra Nevada
BOLIVAR	Cantagallo	Magdalena Medio / Santanderes / Boyaca
BOLIVAR	Cartagena	Atlantic Coast / Sierra Nevada
BOLIVAR	Clemencia	Atlantic Coast / Sierra Nevada
BOLIVAR	El Guamo	Atlantic Coast / Sierra Nevada
BOLIVAR	El Penon	Magdalena Medio / Santanderes / Boyaca
BOLIVAR	Mahates	Atlantic Coast / Sierra Nevada
BOLIVAR	Montecristo	Magdalena Medio / Santanderes / Boyaca
BOLIVAR	Morales	Magdalena Medio / Santanderes / Boyaca
BOLIVAR	Pinillos	Magdalena Medio / Santanderes / Boyaca
BOLIVAR	Regidor	Magdalena Medio / Santanderes / Boyaca
BOLIVAR	Rio Viejo	Magdalena Medio / Santanderes / Boyaca
BOLIVAR	San Cristobal	Atlantic Coast / Sierra Nevada
BOLIVAR	San Estanislao	Atlantic Coast / Sierra Nevada
BOLIVAR	San Juan Nepomuceno	Atlantic Coast / Sierra Nevada
BOLIVAR	San Martin de Loba	Magdalena Medio / Santanderes / Boyaca
BOLIVAR	San Pablo	Magdalena Medio / Santanderes / Boyaca
BOLIVAR	Santa Catalina	Atlantic Coast / Sierra Nevada
BOLIVAR	Santa Rosa	Atlantic Coast / Sierra Nevada
BOLIVAR	Santa Rosa Del Sur	Magdalena Medio / Santanderes / Boyaca
BOLIVAR	Simiti	Magdalena Medio / Santanderes / Boyaca
BOLIVAR	Soplaviento	Atlantic Coast / Sierra Nevada
BOLIVAR	Tiquisio	Magdalena Medio / Santanderes / Boyaca
BOLIVAR	Turbaco	Atlantic Coast / Sierra Nevada
BOLIVAR	Turbana	Atlantic Coast / Sierra Nevada
BOLIVAR	Villanueva	Atlantic Coast / Sierra Nevada
BOLIVAR	Zambrano	Atlantic Coast / Sierra Nevada

Department	Municipality	MIDAS Corridor
BOYACA	Almeida	Magdalena Medio / Santanderes / Boyaca
BOYACA	Aquitania	Magdalena Medio / Santanderes / Boyaca
BOYACA	Arcabuco	Magdalena Medio / Santanderes / Boyaca
BOYACA	Belen	Magdalena Medio / Santanderes / Boyaca
BOYACA	Berbeo	Magdalena Medio / Santanderes / Boyaca
BOYACA	Beteitiva	Magdalena Medio / Santanderes / Boyaca
BOYACA	Boavita	Magdalena Medio / Santanderes / Boyaca
BOYACA	Boyaca	Magdalena Medio / Santanderes / Boyaca
BOYACA	Briceno	Magdalena Medio / Santanderes / Boyaca
BOYACA	Buenavista	Magdalena Medio / Santanderes / Boyaca
BOYACA	Busbanza	Magdalena Medio / Santanderes / Boyaca
BOYACA	Caldas	Magdalena Medio / Santanderes / Boyaca
BOYACA	Campohermoso	Magdalena Medio / Santanderes / Boyaca
BOYACA	Cerinza	Magdalena Medio / Santanderes / Boyaca
BOYACA	Chinavita	Magdalena Medio / Santanderes / Boyaca
BOYACA	Chiquinquirá	Magdalena Medio / Santanderes / Boyaca
BOYACA	Chiquiza	Magdalena Medio / Santanderes / Boyaca
BOYACA	Chiscas	Magdalena Medio / Santanderes / Boyaca
BOYACA	Chita	Magdalena Medio / Santanderes / Boyaca
BOYACA	Chitaraque	Magdalena Medio / Santanderes / Boyaca
BOYACA	Chivata	Magdalena Medio / Santanderes / Boyaca
BOYACA	Chivor	Magdalena Medio / Santanderes / Boyaca
BOYACA	Cienega	Magdalena Medio / Santanderes / Boyaca
BOYACA	Combita	Magdalena Medio / Santanderes / Boyaca
BOYACA	Coper	Magdalena Medio / Santanderes / Boyaca
BOYACA	Corrales	Magdalena Medio / Santanderes / Boyaca
BOYACA	Covarachia	Magdalena Medio / Santanderes / Boyaca
BOYACA	Cubara	Magdalena Medio / Santanderes / Boyaca
BOYACA	Cucaita	Magdalena Medio / Santanderes / Boyaca
BOYACA	Cuitiva	Magdalena Medio / Santanderes / Boyaca
BOYACA	Duitama	Magdalena Medio / Santanderes / Boyaca
BOYACA	El Cocuy	Magdalena Medio / Santanderes / Boyaca
BOYACA	El Espino	Magdalena Medio / Santanderes / Boyaca
BOYACA	Firavitoba	Magdalena Medio / Santanderes / Boyaca
BOYACA	Floresta	Magdalena Medio / Santanderes / Boyaca
BOYACA	Gachantiva	Magdalena Medio / Santanderes / Boyaca
BOYACA	Gameza	Magdalena Medio / Santanderes / Boyaca
BOYACA	Garagoa	Magdalena Medio / Santanderes / Boyaca
BOYACA	Guacamayas	Magdalena Medio / Santanderes / Boyaca
BOYACA	Guateque	Magdalena Medio / Santanderes / Boyaca
BOYACA	Guayata	Magdalena Medio / Santanderes / Boyaca
BOYACA	Guican	Magdalena Medio / Santanderes / Boyaca
BOYACA	Iza	Magdalena Medio / Santanderes / Boyaca
BOYACA	Jenesano	Magdalena Medio / Santanderes / Boyaca
BOYACA	Jerico	Magdalena Medio / Santanderes / Boyaca
BOYACA	La Capilla	Magdalena Medio / Santanderes / Boyaca
BOYACA	La Uvita	Magdalena Medio / Santanderes / Boyaca

Department	Municipality	MIDAS Corridor
BOYACA	La Victoria	Magdalena Medio / Santanderes / Boyaca
BOYACA	Labranzagrande	Magdalena Medio / Santanderes / Boyaca
BOYACA	Macanal	Magdalena Medio / Santanderes / Boyaca
BOYACA	Maripi	Magdalena Medio / Santanderes / Boyaca
BOYACA	Miraflores	Magdalena Medio / Santanderes / Boyaca
BOYACA	Mongua	Magdalena Medio / Santanderes / Boyaca
BOYACA	Mongui	Magdalena Medio / Santanderes / Boyaca
BOYACA	Moniquira	Magdalena Medio / Santanderes / Boyaca
BOYACA	Motavita	Magdalena Medio / Santanderes / Boyaca
BOYACA	Muzo	Magdalena Medio / Santanderes / Boyaca
BOYACA	Nobsa	Magdalena Medio / Santanderes / Boyaca
BOYACA	Nuevo Colon	Magdalena Medio / Santanderes / Boyaca
BOYACA	Oicata	Magdalena Medio / Santanderes / Boyaca
BOYACA	Otanche	Magdalena Medio / Santanderes / Boyaca
BOYACA	Pachavita	Magdalena Medio / Santanderes / Boyaca
BOYACA	Paez	Magdalena Medio / Santanderes / Boyaca
BOYACA	Paipa	Magdalena Medio / Santanderes / Boyaca
BOYACA	Pajarito	Magdalena Medio / Santanderes / Boyaca
BOYACA	Panqueba	Magdalena Medio / Santanderes / Boyaca
BOYACA	Pauna	Magdalena Medio / Santanderes / Boyaca
BOYACA	Paya	Magdalena Medio / Santanderes / Boyaca
BOYACA	Paz De Rio	Magdalena Medio / Santanderes / Boyaca
BOYACA	Pesca	Magdalena Medio / Santanderes / Boyaca
BOYACA	Pisba	Magdalena Medio / Santanderes / Boyaca
BOYACA	Puerto Boyaca	Magdalena Medio / Santanderes / Boyaca
BOYACA	Quipama	Magdalena Medio / Santanderes / Boyaca
BOYACA	Ramiriqui	Magdalena Medio / Santanderes / Boyaca
BOYACA	Raquira	Magdalena Medio / Santanderes / Boyaca
BOYACA	Rondon	Magdalena Medio / Santanderes / Boyaca
BOYACA	Saboya	Magdalena Medio / Santanderes / Boyaca
BOYACA	Sachica	Magdalena Medio / Santanderes / Boyaca
BOYACA	Samaca	Magdalena Medio / Santanderes / Boyaca
BOYACA	San Eduardo	Magdalena Medio / Santanderes / Boyaca
BOYACA	San Jose De Pare	Magdalena Medio / Santanderes / Boyaca
BOYACA	San Luis de Gaceno	Magdalena Medio / Santanderes / Boyaca
BOYACA	San Mateo	Magdalena Medio / Santanderes / Boyaca
BOYACA	San Miguel de Sema	Magdalena Medio / Santanderes / Boyaca
BOYACA	San Pablo Borbur	Magdalena Medio / Santanderes / Boyaca
BOYACA	San Rosa Viterbo	Magdalena Medio / Santanderes / Boyaca
BOYACA	Santa Maria	Magdalena Medio / Santanderes / Boyaca
BOYACA	Santa Sofia	Magdalena Medio / Santanderes / Boyaca
BOYACA	Santana	Magdalena Medio / Santanderes / Boyaca
BOYACA	Sativanorte	Magdalena Medio / Santanderes / Boyaca
BOYACA	Sativasur	Magdalena Medio / Santanderes / Boyaca
BOYACA	Siachoque	Magdalena Medio / Santanderes / Boyaca
BOYACA	Soata	Magdalena Medio / Santanderes / Boyaca
BOYACA	Socha	Magdalena Medio / Santanderes / Boyaca

Department	Municipality	MIDAS Corridor
BOYACA	Socota	Magdalena Medio / Santanderes / Boyaca
BOYACA	Sogamoso	Magdalena Medio / Santanderes / Boyaca
BOYACA	Somondoco	Magdalena Medio / Santanderes / Boyaca
BOYACA	Sora	Magdalena Medio / Santanderes / Boyaca
BOYACA	Soraca	Magdalena Medio / Santanderes / Boyaca
BOYACA	Sotaquira	Magdalena Medio / Santanderes / Boyaca
BOYACA	Susacon	Magdalena Medio / Santanderes / Boyaca
BOYACA	Sutamarchan	Magdalena Medio / Santanderes / Boyaca
BOYACA	Sutatenza	Magdalena Medio / Santanderes / Boyaca
BOYACA	Tasco	Magdalena Medio / Santanderes / Boyaca
BOYACA	Tenza	Magdalena Medio / Santanderes / Boyaca
BOYACA	Tibana	Magdalena Medio / Santanderes / Boyaca
BOYACA	Tibasosa	Magdalena Medio / Santanderes / Boyaca
BOYACA	Tinjaca	Magdalena Medio / Santanderes / Boyaca
BOYACA	Tipacoque	Magdalena Medio / Santanderes / Boyaca
BOYACA	Toca	Magdalena Medio / Santanderes / Boyaca
BOYACA	Togui	Magdalena Medio / Santanderes / Boyaca
BOYACA	Topaga	Magdalena Medio / Santanderes / Boyaca
BOYACA	Tota	Magdalena Medio / Santanderes / Boyaca
BOYACA	Tunja	Magdalena Medio / Santanderes / Boyaca
BOYACA	Tunungua	Magdalena Medio / Santanderes / Boyaca
BOYACA	Turmeque	Magdalena Medio / Santanderes / Boyaca
BOYACA	Tuta	Magdalena Medio / Santanderes / Boyaca
BOYACA	Tutaza	Magdalena Medio / Santanderes / Boyaca
BOYACA	Umbita	Magdalena Medio / Santanderes / Boyaca
BOYACA	Ventaquemada	Magdalena Medio / Santanderes / Boyaca
BOYACA	Villa de Leyva	Magdalena Medio / Santanderes / Boyaca
BOYACA	Viracacha	Magdalena Medio / Santanderes / Boyaca
BOYACA	Zetaquira	Magdalena Medio / Santanderes / Boyaca
CALDAS	Aguadas	Eje Cafetero
CALDAS	Anserma	Eje Cafetero
CALDAS	Aranzazu	Eje Cafetero
CALDAS	Belalcazar	Eje Cafetero
CALDAS	Chinchina	Eje Cafetero
CALDAS	Filadelfia	Eje Cafetero
CALDAS	La Dorada	Eje Cafetero
CALDAS	La Merced	Eje Cafetero
CALDAS	Manizales	Eje Cafetero
CALDAS	Manzanares	Eje Cafetero
CALDAS	Marmato	Eje Cafetero
CALDAS	Marquetalia	Eje Cafetero
CALDAS	Marulanda	Eje Cafetero
CALDAS	Neira	Eje Cafetero
CALDAS	Norcasia	Eje Cafetero
CALDAS	Pacora	Eje Cafetero
CALDAS	Palestina	Eje Cafetero
CALDAS	Pensilvania	Eje Cafetero

Department	Municipality	MIDAS Corridor
CALDAS	Riosucio	Eje Cafetero
CALDAS	Risaralda	Eje Cafetero
CALDAS	Salamina	Eje Cafetero
CALDAS	Samana	Eje Cafetero
CALDAS	San Jose	Eje Cafetero
CALDAS	Supia	Eje Cafetero
CALDAS	Victoria	Eje Cafetero
CALDAS	Villamaria	Eje Cafetero
CALDAS	Viterbo	Eje Cafetero
CAUCA	Almaguer	Southwest Colombia
CAUCA	Argelia	Southwest Colombia
CAUCA	Balboa	Southwest Colombia
CAUCA	Bolivar	Southwest Colombia
CAUCA	Buenos Aires	Southwest Colombia
CAUCA	Cajibio	Southwest Colombia
CAUCA	Caldono	Southwest Colombia
CAUCA	Caloto	Southwest Colombia
CAUCA	Corinto	Southwest Colombia
CAUCA	El Tambo	Southwest Colombia
CAUCA	Florencia	Southwest Colombia
CAUCA	Guapi	Southwest Colombia
CAUCA	Inza	Southwest Colombia
CAUCA	Jambalo	Southwest Colombia
CAUCA	La Sierra	Southwest Colombia
CAUCA	La Vega	Southwest Colombia
CAUCA	Lopez	Southwest Colombia
CAUCA	Mercaderes	Southwest Colombia
CAUCA	Miranda	Southwest Colombia
CAUCA	Morales	Southwest Colombia
CAUCA	Padilla	Southwest Colombia
CAUCA	Paez	Southwest Colombia
CAUCA	Patia	Southwest Colombia
CAUCA	Piamonte	Southwest Colombia
CAUCA	Piendamó	Southwest Colombia
CAUCA	Popayan	Southwest Colombia
CAUCA	Puerto Tejada	Southwest Colombia
CAUCA	Puerto Tejada	Southwest Colombia
CAUCA	Purace	Southwest Colombia
CAUCA	Rosas	Southwest Colombia
CAUCA	San Sebastian	Southwest Colombia
CAUCA	Santa Rosa	Southwest Colombia
CAUCA	Santander de Quilichao	Southwest Colombia
CAUCA	Silvia	Southwest Colombia
CAUCA	Sotara	Southwest Colombia
CAUCA	Suarez	Southwest Colombia
CAUCA	Timbio	Southwest Colombia
CAUCA	Timbiqui	Southwest Colombia

Department	Municipality	MIDAS Corridor
CAUCA	Toribio	Southwest Colombia
CAUCA	Totoro	Southwest Colombia
CAUCA	Villa Rica	Southwest Colombia
CESAR	Aguachica	Magdalena Medio / Santanderes / Boyaca
CESAR	Bosconia	Atlantic Coast / Sierra Nevada
CESAR	El Copey	Atlantic Coast / Sierra Nevada
CESAR	Gamarra	Magdalena Medio / Santanderes / Boyaca
CESAR	Gonzalez	Magdalena Medio / Santanderes / Boyaca
CESAR	La Gloria	Magdalena Medio / Santanderes / Boyaca
CESAR	Pailitas	Magdalena Medio / Santanderes / Boyaca
CESAR	Pelaya	Magdalena Medio / Santanderes / Boyaca
CESAR	Pueblo Bello	Atlantic Coast / Sierra Nevada
CESAR	Rio de Oro	Magdalena Medio / Santanderes / Boyaca
CESAR	San Alberto	Magdalena Medio / Santanderes / Boyaca
CESAR	San Martin	Magdalena Medio / Santanderes / Boyaca
CESAR	Tamalameque	Magdalena Medio / Santanderes / Boyaca
CESAR	Valledupar	Atlantic Coast / Sierra Nevada
CHOCO	Acandi	Uraba / Antioquia / Choco
CHOCO	Alto Baudó	Uraba / Antioquia / Choco
CHOCO	Atrato	Uraba / Antioquia / Choco
CHOCO	Bagadó	Uraba / Antioquia / Choco
CHOCO	Bahía Solano	Uraba / Antioquia / Choco
CHOCO	Bajo Baudó	Uraba / Antioquia / Choco
CHOCO	Bojaya	Uraba / Antioquia / Choco
CHOCO	Canton del San Pablo	Uraba / Antioquia / Choco
CHOCO	Condoto	Uraba / Antioquia / Choco
CHOCO	El Carmen de Atrato	Uraba / Antioquia / Choco
CHOCO	Isthmina	Uraba / Antioquia / Choco
CHOCO	Jurado	Uraba / Antioquia / Choco
CHOCO	Litoral del Bajo San Juan	Uraba / Antioquia / Choco
CHOCO	Lloró	Uraba / Antioquia / Choco
CHOCO	Medio Atrato	Uraba / Antioquia / Choco
CHOCO	Medio Baudó	Uraba / Antioquia / Choco
CHOCO	Novita	Uraba / Antioquia / Choco
CHOCO	Nuquí	Uraba / Antioquia / Choco
CHOCO	Quibdó	Uraba / Antioquia / Choco
CHOCO	Río Quito	Uraba / Antioquia / Choco
CHOCO	Riosucio	Uraba / Antioquia / Choco
CHOCO	San José del Palmar	Uraba / Antioquia / Choco
CHOCO	Sipi	Uraba / Antioquia / Choco
CHOCO	Tadó	Uraba / Antioquia / Choco
CHOCO	Unguía	Uraba / Antioquia / Choco
CHOCO	Unión Panamericana	Uraba / Antioquia / Choco
CORDOBA	Ayapel	Uraba / Antioquia / Choco
CORDOBA	Buenavista	Uraba / Antioquia / Choco
CORDOBA	Canalete	Uraba / Antioquia / Choco
CORDOBA	Cereté	Uraba / Antioquia / Choco

Department	Municipality	MIDAS Corridor
CORDOBA	Chima	Uraba /Antioquia / Choco
CORDOBA	Chinu	Uraba /Antioquia / Choco
CORDOBA	Ciénaga de Oro	Uraba /Antioquia / Choco
CORDOBA	Cotorra	Uraba /Antioquia / Choco
CORDOBA	La Apartada	Uraba /Antioquia / Choco
CORDOBA	Lorica	Uraba /Antioquia / Choco
CORDOBA	Los Cordobas	Uraba /Antioquia / Choco
CORDOBA	Momil	Uraba /Antioquia / Choco
CORDOBA	Monitos	Uraba /Antioquia / Choco
CORDOBA	Montelibano	Uraba /Antioquia / Choco
CORDOBA	Monteria	Uraba /Antioquia / Choco
CORDOBA	Planeta Rica	Uraba /Antioquia / Choco
CORDOBA	Pueblo Nuevo	Uraba /Antioquia / Choco
CORDOBA	Puerto Escondido	Uraba /Antioquia / Choco
CORDOBA	Puerto Libertador	Uraba /Antioquia / Choco
CORDOBA	Purísima	Uraba /Antioquia / Choco
CORDOBA	Sahagun	Uraba /Antioquia / Choco
CORDOBA	San Andres de Sotavento	Uraba /Antioquia / Choco
CORDOBA	San Antero	Uraba /Antioquia / Choco
CORDOBA	San Bernardo del Viento	Uraba /Antioquia / Choco
CORDOBA	San Carlos	Uraba /Antioquia / Choco
CORDOBA	San Pelayo	Uraba /Antioquia / Choco
CORDOBA	Tierralta	Uraba /Antioquia / Choco
CORDOBA	Valencia	Uraba /Antioquia / Choco
HUILA	Acevedo	Macizo / Putumayo
HUILA	Agrado	Macizo / Putumayo
HUILA	Aipe	Macizo / Putumayo
HUILA	Algeciras	Macizo / Putumayo
HUILA	Altamira	Macizo / Putumayo
HUILA	Baraya	Macizo / Putumayo
HUILA	Campoalegre	Macizo / Putumayo
HUILA	Colombia	Macizo / Putumayo
HUILA	Elias	Macizo / Putumayo
HUILA	Garzon	Macizo / Putumayo
HUILA	Gigante	Macizo / Putumayo
HUILA	Guadalupe	Macizo / Putumayo
HUILA	Hobo	Macizo / Putumayo
HUILA	Iquira	Macizo / Putumayo
HUILA	Isnos	Macizo / Putumayo
HUILA	La Argentina	Macizo / Putumayo
HUILA	La Plata	Macizo / Putumayo
HUILA	Nataga	Macizo / Putumayo
HUILA	Neiva	Macizo / Putumayo
HUILA	Oporapa	Macizo / Putumayo
HUILA	Paicol	Macizo / Putumayo
HUILA	Palermo	Macizo / Putumayo
HUILA	Palestina	Macizo / Putumayo

Department	Municipality	MIDAS Corridor
HUILA	Pital	Macizo / Putumayo
HUILA	Pitalito	Macizo / Putumayo
HUILA	Rivera	Macizo / Putumayo
HUILA	Saladoblanco	Macizo / Putumayo
HUILA	San Agustin	Macizo / Putumayo
HUILA	Santa Maria	Macizo / Putumayo
HUILA	Suaza	Macizo / Putumayo
HUILA	Tarqui	Macizo / Putumayo
HUILA	Tello	Macizo / Putumayo
HUILA	Teruel	Macizo / Putumayo
HUILA	Tesalia	Macizo / Putumayo
HUILA	Timana	Macizo / Putumayo
HUILA	Villavieja	Macizo / Putumayo
HUILA	Yaguara	Macizo / Putumayo
LA GUAJIRA	Dibulla	Atlantic Coast / Sierra Nevada
LA GUAJIRA	Distraccion	Atlantic Coast / Sierra Nevada
LA GUAJIRA	Hatonuevo	Atlantic Coast / Sierra Nevada
LA GUAJIRA	Manaure	Atlantic Coast / Sierra Nevada
LA GUAJIRA	Riohacha	Atlantic Coast / Sierra Nevada
LA GUAJIRA	San Juan del Cesar	Atlantic Coast / Sierra Nevada
MAGDALENA	Algarrobo	Atlantic Coast / Sierra Nevada
MAGDALENA	Aracataca	Atlantic Coast / Sierra Nevada
MAGDALENA	Ariguani	Atlantic Coast / Sierra Nevada
MAGDALENA	Cerro San Antonio	Atlantic Coast / Sierra Nevada
MAGDALENA	Chivolo	Atlantic Coast / Sierra Nevada
MAGDALENA	Cienaga	Atlantic Coast / Sierra Nevada
MAGDALENA	Concordia	Atlantic Coast / Sierra Nevada
MAGDALENA	El Banco	Atlantic Coast / Sierra Nevada
MAGDALENA	El Pinon	Atlantic Coast / Sierra Nevada
MAGDALENA	El Reten	Atlantic Coast / Sierra Nevada
MAGDALENA	Fundacion	Atlantic Coast / Sierra Nevada
MAGDALENA	Guamal	Atlantic Coast / Sierra Nevada
MAGDALENA	Pedraza	Atlantic Coast / Sierra Nevada
MAGDALENA	Pijino del Carmen	Atlantic Coast / Sierra Nevada
MAGDALENA	Pivijay	Atlantic Coast / Sierra Nevada
MAGDALENA	Plato	Atlantic Coast / Sierra Nevada
MAGDALENA	Puebloviejo	Atlantic Coast / Sierra Nevada
MAGDALENA	Remolino	Atlantic Coast / Sierra Nevada
MAGDALENA	Sabanas de San Angel	Atlantic Coast / Sierra Nevada
MAGDALENA	Salamina	Atlantic Coast / Sierra Nevada
MAGDALENA	San Sebastian de Buenavista	Atlantic Coast / Sierra Nevada
MAGDALENA	San Zenon	Atlantic Coast / Sierra Nevada
MAGDALENA	Santa Ana	Atlantic Coast / Sierra Nevada
MAGDALENA	Santa Marta	Atlantic Coast / Sierra Nevada
MAGDALENA	Sitionuevo	Atlantic Coast / Sierra Nevada
MAGDALENA	Tenerife	Atlantic Coast / Sierra Nevada
MAGDALENA	Zona Bananera	Atlantic Coast / Sierra Nevada

Department	Municipality	MIDAS Corridor
NARINO	Alban	Southwest Colombia
NARINO	Aldana	Southwest Colombia
NARINO	Ancuya	Southwest Colombia
NARINO	Arboleda	Southwest Colombia
NARINO	Barbacoas	Southwest Colombia
NARINO	Belen	Southwest Colombia
NARINO	Buesaco	Southwest Colombia
NARINO	Chachagui	Southwest Colombia
NARINO	Colon	Southwest Colombia
NARINO	Consaca	Southwest Colombia
NARINO	Contadero	Southwest Colombia
NARINO	Cordoba	Southwest Colombia
NARINO	Cuaspud	Southwest Colombia
NARINO	Cumbal	Southwest Colombia
NARINO	Cumbitara	Southwest Colombia
NARINO	El Charco	Southwest Colombia
NARINO	El Penol	Southwest Colombia
NARINO	El Rosario	Southwest Colombia
NARINO	El Tablon	Southwest Colombia
NARINO	El Tambo	Southwest Colombia
NARINO	Francisco Pizarro	Southwest Colombia
NARINO	Funes	Southwest Colombia
NARINO	Guachucal	Southwest Colombia
NARINO	Guaitarilla	Southwest Colombia
NARINO	Gualmatan	Southwest Colombia
NARINO	Iles	Southwest Colombia
NARINO	Imues	Southwest Colombia
NARINO	Ipiales	Southwest Colombia
NARINO	La Cruz	Southwest Colombia
NARINO	La Florida	Southwest Colombia
NARINO	La Llanada	Southwest Colombia
NARINO	La Tola	Southwest Colombia
NARINO	La Union	Southwest Colombia
NARINO	Leiva	Southwest Colombia
NARINO	Linares	Southwest Colombia
NARINO	Los Andes	Southwest Colombia
NARINO	Magui	Southwest Colombia
NARINO	Mallama	Southwest Colombia
NARINO	Mosquera	Southwest Colombia
NARINO	Olaya Herrera	Southwest Colombia
NARINO	Ospina	Southwest Colombia
NARINO	Pasto	Southwest Colombia
NARINO	Policarpa	Southwest Colombia
NARINO	Potosi	Southwest Colombia
NARINO	Providencia	Southwest Colombia
NARINO	Puerres	Southwest Colombia
NARINO	Pupiales	Southwest Colombia

Department	Municipality	MIDAS Corridor
NARINO	Ricaurte	Southwest Colombia
NARINO	Roberto Payan	Southwest Colombia
NARINO	Samaniego	Southwest Colombia
NARINO	San Bernardo	Southwest Colombia
NARINO	San Lorenzo	Southwest Colombia
NARINO	San Pablo	Southwest Colombia
NARINO	San Pedro de Cartago	Southwest Colombia
NARINO	Sandona	Southwest Colombia
NARINO	Santa Barbara	Southwest Colombia
NARINO	Santacruz	Southwest Colombia
NARINO	Sapuyes	Southwest Colombia
NARINO	Taminango	Southwest Colombia
NARINO	Tangua	Southwest Colombia
NARINO	Tumaco	Southwest Colombia
NARINO	Tumaco	Southwest Colombia
NARINO	Tuquerres	Southwest Colombia
NARINO	Yacuanquer	Southwest Colombia
NORTE DE SANTANDER	Abrego	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Arboledas	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Bochalema	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Bucarasica	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Cachira	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Cacota	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Chinacota	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Chitaga	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Convencion	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Cucuta	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Cucuta	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Cucutilla	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Durania	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	El Carmen	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	El Tarra	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	El Zulia	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Gramalote	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Hacari	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Herran	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	La Esperanza	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	La Playa	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Labateca	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Los Patios	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Lourdes	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Mutiscua	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Ocana	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Ocana	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Pamplona	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Pamplonita	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Puerto Santander	Magdalena Medio / Santanderes / Boyaca

Department	Municipality	MIDAS Corridor
NORTE DE SANTANDER	Ragonvalia	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Salazar	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	San Calixto	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	San Cayetano	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Santiago	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Sardinata	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Silos	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Teorama	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Tibu	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Toledo	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Villa Caro	Magdalena Medio / Santanderes / Boyaca
NORTE DE SANTANDER	Villa del Rosario	Magdalena Medio / Santanderes / Boyaca
PUTUMAYO	Colon	Macizo / Putumayo
PUTUMAYO	Mocoa	Macizo / Putumayo
PUTUMAYO	Orito	Macizo / Putumayo
PUTUMAYO	Puerto Asis	Macizo / Putumayo
PUTUMAYO	Puerto Caicedo	Macizo / Putumayo
PUTUMAYO	San Francisco	Macizo / Putumayo
PUTUMAYO	San Miguel	Macizo / Putumayo
PUTUMAYO	Santiago	Macizo / Putumayo
PUTUMAYO	Sibundoy	Macizo / Putumayo
PUTUMAYO	Valle del Guamuez	Macizo / Putumayo
PUTUMAYO	Villagarzon	Macizo / Putumayo
QUINDIO	Armenia	Eje Cafetero
QUINDIO	Buenavista	Eje Cafetero
QUINDIO	Calarca	Eje Cafetero
QUINDIO	Circasia	Eje Cafetero
QUINDIO	Cordoba	Eje Cafetero
QUINDIO	Filandia	Eje Cafetero
QUINDIO	Genova	Eje Cafetero
QUINDIO	La Tebaida	Eje Cafetero
QUINDIO	Montenegro	Eje Cafetero
QUINDIO	Pijao	Eje Cafetero
QUINDIO	Quimbaya	Eje Cafetero
QUINDIO	Salento	Eje Cafetero
RISARALDA	Apia	Eje Cafetero
RISARALDA	Balboa	Eje Cafetero
RISARALDA	Belen de Umbria	Eje Cafetero
RISARALDA	Dos Quebradas	Eje Cafetero
RISARALDA	Guatica	Eje Cafetero
RISARALDA	La Celia	Eje Cafetero
RISARALDA	La Virginia	Eje Cafetero
RISARALDA	Marsella	Eje Cafetero
RISARALDA	Mistrato	Eje Cafetero
RISARALDA	Pereira	Eje Cafetero
RISARALDA	Pueblo Rico	Eje Cafetero
RISARALDA	Quinchia	Eje Cafetero

Department	Municipality	MIDAS Corridor
RISARALDA	Santa Rosa de Cabal	Eje Cafetero
RISARALDA	Santuario	Eje Cafetero
SANTANDER	Aguada	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Albania	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Aratoca	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Barbosa	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Barichara	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Barrancabermeja	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Betulia	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Bolivar	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Bucaramanga	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Cabrera	Magdalena Medio / Santanderes / Boyaca
SANTANDER	California	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Capitanejo	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Carcasi	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Cepita	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Cerrito	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Charala	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Charta	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Chima	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Chipata	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Cimitarra	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Concepcion	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Confines	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Contratacion	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Coromoro	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Curiti	Magdalena Medio / Santanderes / Boyaca
SANTANDER	El Carmen de Chucuri	Magdalena Medio / Santanderes / Boyaca
SANTANDER	El Florian	Magdalena Medio / Santanderes / Boyaca
SANTANDER	El Guacamayo	Magdalena Medio / Santanderes / Boyaca
SANTANDER	El Penon	Magdalena Medio / Santanderes / Boyaca
SANTANDER	El Playon	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Encino	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Enciso	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Floridablanca	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Galan	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Gambita	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Giron	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Guaca	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Guadalupe	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Guapota	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Guavata	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Guepsa	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Hato	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Jesus Maria	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Jordan	Magdalena Medio / Santanderes / Boyaca
SANTANDER	La Belleza	Magdalena Medio / Santanderes / Boyaca

Department	Municipality	MIDAS Corridor
SANTANDER	La Paz	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Landazuri	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Lebrija	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Los Santos	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Macaravita	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Malaga	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Matanza	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Mogotes	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Molagavita	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Ocamonte	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Oiba	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Onzaga	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Palmar	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Palmas del Socorro	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Paramo	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Piedecuesta	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Pinchote	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Puente Nacional	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Puerto Parra	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Puerto Wilches	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Rionegro	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Sabana de Torres	Magdalena Medio / Santanderes / Boyaca
SANTANDER	San Andres	Magdalena Medio / Santanderes / Boyaca
SANTANDER	San Benito	Magdalena Medio / Santanderes / Boyaca
SANTANDER	San Gil	Magdalena Medio / Santanderes / Boyaca
SANTANDER	San Joaquin	Magdalena Medio / Santanderes / Boyaca
SANTANDER	San Jose de Miranda	Magdalena Medio / Santanderes / Boyaca
SANTANDER	San Miguel	Magdalena Medio / Santanderes / Boyaca
SANTANDER	San Vicente de Chucuri	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Santa Barbara	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Santa Helena del Opon	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Simacota	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Socorro	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Suaita	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Sucre	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Surata	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Tona	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Valle San Jose	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Velez	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Vetas	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Villanueva	Magdalena Medio / Santanderes / Boyaca
SANTANDER	Zapatoca	Magdalena Medio / Santanderes / Boyaca
TOLIMA	Alpujarra	Macizo / Putumayo
TOLIMA	Alvarado	Macizo / Putumayo
TOLIMA	Ambalema	Macizo / Putumayo
TOLIMA	Anzoategui	Macizo / Putumayo
TOLIMA	Armero	Macizo / Putumayo

Department	Municipality	MIDAS Corridor
TOLIMA	Ataco	Macizo / Putumayo
TOLIMA	Cajamarca	Macizo / Putumayo
TOLIMA	Carmen Apicala	Macizo / Putumayo
TOLIMA	Casabianca	Macizo / Putumayo
TOLIMA	Chaparral	Macizo / Putumayo
TOLIMA	Coello	Macizo / Putumayo
TOLIMA	Coyaima	Macizo / Putumayo
TOLIMA	Cunday	Macizo / Putumayo
TOLIMA	Dolores	Macizo / Putumayo
TOLIMA	Espinal	Macizo / Putumayo
TOLIMA	Falan	Macizo / Putumayo
TOLIMA	Flandes	Macizo / Putumayo
TOLIMA	Fresno	Macizo / Putumayo
TOLIMA	Guamo	Macizo / Putumayo
TOLIMA	Herveo	Macizo / Putumayo
TOLIMA	Honda	Macizo / Putumayo
TOLIMA	Ibague	Macizo / Putumayo
TOLIMA	Icononzo	Macizo / Putumayo
TOLIMA	Lerida	Macizo / Putumayo
TOLIMA	Libano	Macizo / Putumayo
TOLIMA	Mariquita	Macizo / Putumayo
TOLIMA	Melgar	Macizo / Putumayo
TOLIMA	Murillo	Macizo / Putumayo
TOLIMA	Natagaima	Macizo / Putumayo
TOLIMA	Ortega	Macizo / Putumayo
TOLIMA	Palo Cabildo	Macizo / Putumayo
TOLIMA	Piedras	Macizo / Putumayo
TOLIMA	Planadas	Macizo / Putumayo
TOLIMA	Prado	Macizo / Putumayo
TOLIMA	Purificacion	Macizo / Putumayo
TOLIMA	Rioblanco	Macizo / Putumayo
TOLIMA	Roncesvalles	Macizo / Putumayo
TOLIMA	Rovira	Macizo / Putumayo
TOLIMA	Saldana	Macizo / Putumayo
TOLIMA	San Antonio	Macizo / Putumayo
TOLIMA	San Luis	Macizo / Putumayo
TOLIMA	Santa Isabel	Macizo / Putumayo
TOLIMA	Suarez	Macizo / Putumayo
TOLIMA	Valle de San Juan	Macizo / Putumayo
TOLIMA	Venadillo	Macizo / Putumayo
TOLIMA	Villahermosa	Macizo / Putumayo
TOLIMA	Villarrica	Macizo / Putumayo
VALLE	Alcala	Southwest Colombia
VALLE	Andalucia	Southwest Colombia
VALLE	Ansermanuevo	Southwest Colombia
VALLE	Argelia	Southwest Colombia
VALLE	Bolivar	Southwest Colombia

Department	Municipality	MIDAS Corridor
VALLE	Buenaventura	Southwest Colombia
VALLE	Buga	Southwest Colombia
VALLE	Bugalagrande	Southwest Colombia
VALLE	Caicedonia	Southwest Colombia
VALLE	Cali	Southwest Colombia
VALLE	Calima	Southwest Colombia
VALLE	Candelaria	Southwest Colombia
VALLE	Cartago	Southwest Colombia
VALLE	Dagua	Southwest Colombia
VALLE	El Aguila	Southwest Colombia
VALLE	El Cairo	Southwest Colombia
VALLE	El Cerrito	Southwest Colombia
VALLE	El Dovio	Southwest Colombia
VALLE	Florida	Southwest Colombia
VALLE	Ginebra	Southwest Colombia
VALLE	Guacari	Southwest Colombia
VALLE	Jamundi	Southwest Colombia
VALLE	La Cumbre	Southwest Colombia
VALLE	La Union	Southwest Colombia
VALLE	La Victoria	Southwest Colombia
VALLE	Obando	Southwest Colombia
VALLE	Palmira	Southwest Colombia
VALLE	Pradera	Southwest Colombia
VALLE	Restrepo	Southwest Colombia
VALLE	Riofrio	Southwest Colombia
VALLE	Roldanillo	Southwest Colombia
VALLE	San Pedro	Southwest Colombia
VALLE	Sevilla	Southwest Colombia
VALLE	Toro	Southwest Colombia
VALLE	Trujillo	Southwest Colombia
VALLE	Tulua	Southwest Colombia
VALLE	Ulloa	Southwest Colombia
VALLE	Versalles	Southwest Colombia
VALLE	Vijes	Southwest Colombia
VALLE	Yotoco	Southwest Colombia
VALLE	Yumbo	Southwest Colombia
VALLE	Zarzal	Southwest Colombia
	829 Municipalities	6 Corridors

APPENDIX B. POLICY COMPONENT CONTRACT DELIVERABLES TRACKER

Deliverable	Results/Comments
<p>At least five significant trade capacity building-related policy/regulatory reform actions effectively formulated and carried out in sectoral areas jointly agreed upon by USAID and the GOC. January 05 – Dec. 05</p> <p>Note on 2005 Trade Capacity Policy and Regulatory Reform Deliverables: Progress in 2005 was limited by external factors such as the FTA negotiations, the political reform process, and the reelection campaign that created an environment that was not conducive to legal and regulatory reforms. However, technical work delivered in 2005 to government agencies has been crucial to the adoption of critical reforms in second quarter of 2006 and introduction of critical reform bills to Congress in July 2006. These significant trade capacity building-related reforms are detailed in subsequent sections of this report.</p>	<ol style="list-style-type: none"> 1) Securities – assisted with drafting decrees (4757, 4765, 4327, 4328, 4329, 4330, 4354, 4639) and building capacity to facilitate the merger of the Superintendency of Securities and Exchange with the Banking Superintendency into the new Financial Superintendency. 4th-5th qtrs. 2) Customs – delivered to DIAN a draft of the decree adopting simultaneous inspection of Cargo by Customs, Narcotics Police, and Agricultural and health Protection Services. 4th Quarter 2005. 3) SPS – Sanitary CONPES 3375 and Dairy and Meat CONPES 3376 issued October 2005. These two documents establish the national food safety policy based upon WTO directives and provide guidelines and implementation timeframe.
<p>At least two significant trade capacity building-related institutional strengthening initiatives effectively formulated and implementation initiated in sectoral areas jointly agreed upon by USAID and the GOC. Jan. 05 – Dec. 05</p>	<ol style="list-style-type: none"> 1) Customs Risk analysis system set up, improving system compliance with FTA requirements – Begun in 2nd qtr 05 – fully operating in 7th qtr. 2) Labor – Strengthened Ministry of Social Protection to do market forecasting and monitor labor markets. 4th qtr. 3) Investment Climate – ProExport reformed its strategy to promote and attract foreign investment following the investment climate report produced by the project. 4th qtr 4) TBT – Metrology – strengthened the national legal division within the Superintendency of Commerce and Industry charged with maintaining primary standards and providing metrology services. August 2005. 5) Supported the Congress of Colombia in developing an agenda for internal reform that was discussed with civil society in 6 regional forums and presented to the President in July 2005.
<p>At least five additional significant trade capacity building-related policy/regulatory reform actions effectively formulated and carried out in sectoral</p>	<ol style="list-style-type: none"> 1) Telecommunications – A report on spectrum licensing and allocation policies provided support for the implementation of new

Deliverable	Results/Comments
<p>areas jointly agreed upon by USAID and the GOC. Jan. 06-Aug. 06</p>	<p>regulation in Wi-Max and spectrum allocation. 5th Quarter. Resolution 1449 of June 23, 2006.</p> <ol style="list-style-type: none"> 2) Securities – Assist in the drafting of the 3424 CONPES document of May 16, 2006, for a new policy, Banca de las Oportunidades, to support access to micro finance. 3) Capital Markets Self-Regulatory Agency decree 1565 of May 19, 2006. Provided assistance to guide the design of the self-regulatory agency and drafted the Memorandum of Understanding between the self Regulatory Agency and the Financial Superintendence allocation regulatory and oversight functions and reporting requirements between these two institutions issued July 4, 2006. 4) Provided technical assistance to the Financial Superintendency for the issuance of new market risk guidelines and Securities Market Oversight Norm. 5) Decree establishing banking representation by non-bank commercial entities, to promote micro-finance. Expected August 2006. 6) Low Amounts Accounts law. Reform bill expected to be introduced to Congress August 2006. 7) Presidential Decree that deregulates interest rate ceilings and increases bank loan commissions. Expected July 28 2006. 8) New credit risk guidelines and financial supervision norm. Expected, July 28, 2006. 9) New financial supervision norm requesting credit card issuers and financial institutions to improve transparency of credit card commissions and transaction costs. Expected August 2006. 10) Tax Benchmarking – report on tax collection by sector, impact on investment, comparison with regimes in other Lat. Amer. Countries. Tax reform proposal is being used to guide reforms in the MoF and is to be introduced to Congress July 20th, 2006. 11) Intellectual Property – Provided technical assistance to the Ministry of Trade, Ministry of Finance, DIAN, and <i>Fiscalía General de la Nación</i> to issue the FTA-consistent Border Measures enforcement decree to control trade of pirated goods. Decree expected August 2006. 12) Customs – Provided a draft Manual of Origin Verification under FTA to Customs (DIAN) and trained Customs staff on Rules of Origin; 5th qtr Provided recommendations for new decree, expected to be issued September 2006.

Deliverable	Results/Comments
	<ul style="list-style-type: none"> 13) Customs – Provided support to issue a new Customs Code by decree, including FTA-consistent regulations and procedures, implemented under the MUISCA operational system at DIAN. Decree expected September 2006. 14) SPS – Dairy Decree 616 Feb. 28, 2006 15) TBT – provided input to the Ministry of Trade and the National Planning Department to draft a new Quality CONPES document (scheduled for issuance in June 2006) and forms the basis for a Quality Law, which is expected in July 2006. 16) SPS – Milk and Dairy Inspection Acts, regulating Decree 616 /06, July 14, 2006 17) SPS – New Meat Decree released for public discussion, July 11, 2006. 18) SPS – Milk and Dairy Inspection Manuals, Expected August 10, 2006 19) Arbitration – provided assistance to the Ministry of Trade on the draft of a new arbitration law including the introduction and process designed to use international dispute settlement mechanisms. 5th qtr. 20) Energy retail competition decree expected July 2006. 21) Energy universal access decree issued, expected July 2006.
<p>At least two additional significant trade capacity building-related institutional strengthening initiatives effectively formulated and implementation initiated in sectoral areas jointly agreed upon by USAID and the GOC. Jan 06-Dec. 06</p>	<ul style="list-style-type: none"> 1) The Services Statistics component supports Dept. Adm. Nac. de Estadísticas (DANE) by designing a methodology and a computer-based information system for the design and implementation of quarterly and annual surveys and is currently implementing a quarterly survey pilot. 4th qtr. – 6th qtr. 2) Professional Services Component supports the professional councils in charge of oversight of engineering and architectural professional services in the implementation of licensure standards consistent with US and international requirements. 3rd qtr. – 6th qtr. 3) The Customs Administration is currently being strengthened to more adequately enforce border measures to protect intellectual property rights, including adequate and secure administration and disposal of seized goods. Ongoing through August 2006. 4) The National Copyrights Directorate has received technical assistance to improve the copyrights registrar through August 2006. 5) The Financial Services Component has provided assistance to strengthen the capacity of the Financial Superintendency and improve its integration of securities and banking

Deliverable	Results/Comments
	<p>oversight responsibilities.</p> <p>6) Modeling – National Planning Dept. provided with a model to measure the impact, feasibility, cost-benefit of infrastructure projects. This model is being used to guide the National Budget investment decisions. 5th Qtr</p> <p>7) Competitiveness Component – collaboration with DNP to develop an outreach strategy to build consensus for an agenda of institutional reforms to increase competitiveness. 5th qtr.</p> <p>8) SPS – US/Colombia SPS measures and product and process approval information and tracking system fully operational, expected August 1, 2006</p> <p>9) TBT – Accreditation – Performed an analysis of the Colombian accreditation system and made recommendations for institutional reforms. April 2006. The conclusions and recommendations were included in the CONPES</p> <p>10) Investment – Provided technical support for the issuance of the CONPES document 3429 on Foreign Investment Liberalization (June 13th, 2006).</p>
<p>A minimum of 15 targeted seminars/training exercises for relevant public and private sector audiences related to core trade capacity building themes being addressed through technical support activities effectively designed and carried out. Jan 05-Dec.06</p>	<p>1) Tax Benchmarking – 2 workshops at request of Colombian AmCham & Confecamaras to discuss results of tax study 1st qtr</p> <p>2) Senate FTA Seminars in 2 cities (2nd qtr)</p> <p>3) Labor - Course in Labor Economics Theory (4th qtr)</p> <p>4) Labor – Course on Household Surveys Content and Methodology</p> <p>5) Labor – 2 STATA courses for Min. of Soc. Prot. & SENA 4th qtr. 1 STATA course 5th qtr</p> <p>6) TBT – Presentation on project to representatives of Chambers of Commerce at international trade conference Jul 2005</p> <p>7) TBT – Seminar on construction materials, plastics & auto parts for public private sector completed. Dec 2005</p> <p>8) TBT – Seminar for food sectors: oils and fats, fruits and vegetables and dairy products completed. Aug 2005.</p> <p>9) TBT – Seminar for textiles and apparel sectors May 2206</p> <p>10) TBT – training seminar in ISO 17025 standards Oct 2005</p> <p>11) TBT – Training seminar for HACCP consultants Nov 2005</p> <p>12) TBT 4 training seminars have been conducted in Kosher and WRAP standards, Feb 2006</p> <p>13) TBT - 9 training video conferences on the ISO17025 program, 5th qtr Feb, Mar, Abr, May, Jun, Jul 2006 including 2 from the SIC and 7</p>

Deliverable	Results/Comments
	<p>from the consultant</p> <p>14) TBT - 2 seminars on GMP. Mar and Jun 2006</p> <p>15) TBT – Seminar for consultants in the TS16949 standard Apr 2006</p> <p>16) Presentation of Certification programs at the Feria de la Mujer Empresarial Jun 2006</p> <p>17) Competitiveness Program - a forum on Civil Society and FTA was carried out and on institutional reform requirements are in process.</p> <p>18) Customs: 1 training to DIAN on risk assessment & mgmt strategy; 1 four-week course on FTA Rules of Origin; 2 seminars on FTA-consistent customs procedures for DIAN staff members.</p> <p>19) SPS: 1 seminar on FDA regulations for Information System Project; 1 seminar on Equivalence Recognition regulations for the Information System Project; 1 seminar on PMO for the Dairy sector; 1 seminar on transitioning to reduced risk crop protection for specialty crop growers.</p> <p>20) SPS – Seminar on US Meat regulations, July 24 – 26, 2006</p> <p>21) SPS – BPA and responsible use of pesticides Seminar, expected August 14 to 19, 2006</p>
<p>Effective coordination on the design and implementation of trade capacity building policy/regulatory reform and institutional strengthening activities effectively carried out with relevant donor institutions, USAID implementing partners and USG Agencies. Jan 05 – Sept. 06</p>	<p>1) Labor – 3 representatives from Ministry of Social Protection trained at Bureau of Labor Statistics in Chicago in Projecting Tomorrow's Work Force Needs and 1 person on Analyzing Labor Statistics</p> <p>2) The SPS project has coordinated extensively with USDA, APHIS and other USG agencies on product approval requests process facilitation.</p> <p>3) Customs project closely coordinates procedural, regulatory and institutional reforms initiatives and recommendations with MUISCA, an IADB-financed institutional strengthening initiative.</p> <p>4) High level CREG officials have met with officials from the Edison Electric Institute, Federal Energy Regulation Commission, US Trade and Development Commission, Potomac Electric Power, PJM Interconnection, NY Independent System Operator and NY Department of Public Service.5th qtr</p>
<p>Development of a rolling quarterly work-plan to define policy/regulatory reform and institutional strengthening and training priorities on an ongoing basis. Jan. 05-Sept. 06</p>	<p>A work plan was developed and is updated weekly. It is included here.</p>

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