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ADAM QUARTERLY PERFORMANCE MONITORING REPORT: 1st Quarter: January–March 2006

APRIL 28, 2006

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QUARTERLY PERFORMANCE MONITORING REPORT: 1st Quarter: Jan – Mar 2006 ADAM

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 USAID/Colombia: Areas for Municipal-level Alternative Development (ADAM)

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BACKGROUND

In October 2005, USAID awarded ARD, Inc. the five-year, \$190 million Areas for Municipal-Level Alternative Development Program (ADAM). ADAM aims to develop and implement a sustainable, market-driven alternative development program that will promote eradication of coca and poppies where they exist, and as importantly, impede drug cultivation in rural areas that are vulnerable to, but still free of illicit crops. The ADAM strategy is based on the premise that the key to sustainable economic development is the creation of strong, effective linkages among the governmental institutions, markets, and local producers.

ADAM's objectives correspond to those laid out by USAID/Colombia under Strategic Objective II (SO-2) "Expanded Economic and Social Alternatives to Illicit Crop Production" and its corresponding intermediate results "Local Government and Institutions Strengthened" and "Sustainable Licit Economic Opportunities Expanded." Contractually, ADAM falls under SO-2, but it will also make significant contributions to SO-3, through its support internally displaced persons (IDP).

The program includes three components, which work together to contribute to the overall goal of ADAM:

Alternative Development (AD): ADAM develops viable, sustainable on-farm and off-farm income alternatives by linking producer groups at the local and regional level to national and international markets, and strengthening, along the way, the links in the production chain that tie growers to buyers.

Local Governance (LG): ADAM implements social infrastructure projects, promotes citizen participation, strengthens municipal management, and addresses local government needs to directly support the alternative development component and ensure the long-term sustainability/*colombianization* of the program.

Internally Displaced Persons (IDPs): ADAM targets the displaced populations by providing stand-alone social infrastructure sub-projects such as the building or improvement of water and sanitation systems, roads, schools, and health centers.

ADAM projects will include activities from the AD and LG components, including productive sub-projects and local governance strengthening activities, and, where appropriate, initiatives targeting IDPs. For example, ADAM Project Simití and San Pablo will include a package of ADAM activities in one geographic area, in this case two neighboring municipalities.

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I. HIGHLIGHTS OF THE QUARTER

- In coordination with USAID and the Government of Colombia's (GoC) *Acción Social* office, **ADAM identified 94 high-priority municipalities** to focus its work over the next five years. These municipalities were established in four of USAID's targeted strategic regions. During the first program year, ADAM will concentrate on 53 of these high-priority municipalities and 15 other contiguous municipalities in the departments of Antioquia, Bolívar, Cauca, Cesar Huila, Nariño, Putumayo, and Santander.
- **USAID approved the first ADAM annual work plan** on March 16. ADAM staff established the principles, strategies, and objectives and prepared a detailed plan of action for implementation of the program. A participative week-long planning session incorporating the recommendations of ADAM technical staff, USAID, and consultants was crucial in developing the work plan. Also of note, the ADAM M&E team developed 20 indicators to monitor progress, within the context of USAID's Results Framework.
- In the initial start-up phase, **ADAM established operations in Bogotá and in five regional offices**, including Cauca (Antioquia), Neiva (Huila), Pasto (Nariño), Popayán (Cauca), and Santa Rosa del Sur (Bolívar). Staffing includes the support of multiple partners, most notably the Pan American Development Foundation (PADF), who will play the key role in alternative development activities.
- **Regional roll-out presentations** to governors, mayors, and key community leaders were completed in seven of eight targeted departments for the first year. Beginning February 24, the ADAM team introduced the program in Huila, Cauca, Santander, Antioquia, Nariño, Putumayo, and Bolívar. ADAM officials representing USAID, ARD, and PADF and their counterparts from *Acción Social* presented the program's objectives and strategies. The governors from each department, mayors from priority municipalities, and leaders of local organizations attended each roll-out presentation.
- Following these presentations, ADAM's technical staff followed up with department and municipal-level meetings to discuss ADAM activities in greater detail. The **first two municipal-level meetings** occurred in March in Neiva (Huila) and Popayán (Cauca). The ADAM team discussed needs, interests, and priorities with officials and leaders of the respective municipalities.
- **ADAM began its Quick-Start phase** by evaluating previous and on-going alternative development projects to determine their viability to become ADAM projects. ADAM will build upon a base of USAID-funded alternative development programs which have existed for up to five years. Many of these programs were in the same geographic areas and had similar programmatic goals. ADAM initially identified thirteen projects initiated by Chemonics, PADF, and Land O'Lakes to be part of the Quick-Start program.



A. Fact Sheets

In future quarterly reports, this section will include fact sheets on the four key indicators of the ADAM Program, including the number of families benefited, the number of licit hectares established or maintained, the number of infrastructure projects completed, and the number of jobs created. This section will provide a quick synopsis of the overall progress of the program and will include graphics and brief descriptions on the status of each key indicator.

The majority of ADAM's work in the first quarter was focused on pre-operational or "start-up" activities. The first quarter had the initial challenge of designing a comprehensive strategy for ADAM, while at the same time organizing the ADAM team and coordinating key aspects of the work plan with USAID and *Acción Social* counterparts. Review and baseline activities are currently underway for the Quick-Start projects, but additional steps must be completed before actual assistance begins, such as the signing of zero-coca agreements with governors, mayors, and community leaders. Section III provides details on each Quick-Start project.

During the initial start-up, ADAM staff completed necessary work to structure the organization of the program, both administratively and technically, and reach consensus on principal goals and activities. Priorities of the first quarter included overall planning, hiring, and the establishment of offices in Bogotá and five key departments. Nearly two-thirds of ADAM's proposed staff in Bogotá has been hired, but is currently dispersed between several locations. By mid-May, the Bogotá staff will be located with MIDAS in one building.

In the past three months, ADAM has worked closely with MIDAS to establish shared functions between the programs. These include establishing shared offices in the areas of security, finance, and administration. ADAM and MIDAS have developed important operational policies and procedures to facilitate and guide the implementation of the two programs. Significant progress has been made in the start-up of the project; the following statistics capture the initial accomplishments:

94 high-priority municipalities selected (53 in the first year)
20 indicators selected to monitor and evaluate the progress of ADAM
Bogotá office established with a staff of 50 (not including 29 shared staff with MIDAS)
5 regional offices established with a total staff of 34
13 Quick-Start Projects identified
7 regional ADAM roll-out presentations
2 municipal-level ADAM Technical Committee meetings

B. Gantt chart

PROGRAM YEAR ONE ACTIVITIES	JAN	FEB	MAR	APR	MAY	JUNE
<i>Identify High-Priority Municipalities</i>						
<i>Open Central and Regional Offices</i>						
<i>Regional Presentations</i>						
<i>National Presentations</i>						
<i>Commence Communications at the Municipal-Level</i>						
<i>Contracting Partners</i>						
<i>Launch Quick-Start Projects</i>						
<i>Initial Comprehensive Assessment</i>						
<i>Develop New ADAM Projects</i>						
<i>Gain Approval and Tech. Endorsement of Projects</i>						
<i>Selection and Contracting of Consultants</i>						
<i>Local Agreements for New Projects</i>						
<i>Implementation of New ADAM Projects</i>						

This chart provides a timeline of ADAM's general activities for the first half of program year one. The status of the first seven activities is detailed as follows.

Identify High-Priority Municipalities (COMPLETE): A list of 94 high-priority municipalities and 90 contiguous municipalities has been developed in coordination with USAID and the GoC's *Acción Social* office. For the first program year, ADAM will focus activities in 53 of the high-priority municipalities and 15 other contiguous municipalities in eight departments.

Open Central and Regional Offices (UNDERWAY): ADAM rented and established the central office and opened five of the six regional offices planned for program year one on March 1. ADAM established offices in Cauca (Antioquia), Neiva (Huila), and Pasto (Nariño), and Popayán (Cauca). The office for the *Magdalena Medio* region opened in March in Santa Rosa del Sur (Bolívar), but will be moved to Bucaramanga (Santander) during the second quarter for better access to the region and improved services and logistics. The sixth office in Putumayo will be opened in the second quarter.

Regional Presentations (UNDERWAY): ADAM completed seven of the eight regional roll-out presentations in the first quarter. The ADAM team and *Acción Social* introduced the program to the governor of each department, mayors from targeted municipalities, and local organizations. These presentations allowed ADAM to better understand the interest and the degree of commitment of government entities, social organizations, and producer groups in the field. On behalf of the department, the governor pledged to support the GoC's policy of zero illicit crops. The eighth presentation in Cesar is scheduled for the second quarter. The following chart lists the presentations completed during the first quarter.

Department	Municipality	Date
Huila	Neiva	February 24
Cauca	Popayán	March 6
Santander	Bucaramanga	March 8
Antioquia	Medellín	March 10
Nariño	Ipiales	March 21
Putumayo	Puerto Asís	March 27
Bolívar	Cartagena	March 29

National Presentations (UNDERWAY): To date, the ADAM technical staff has completed informal meetings with the following GoC entities: *Acción Social*; the Department of the Interior and Justice; the Ministry of Agriculture; the Ministry of Education; the Ministry of Environment, Housing, and Territorial Development; the Ministry of Culture; DANSOCIAL (*Departamento Administrativo Nacional de Economía Solidaria*); INCODER (*Instituto Colombiano de Desarrollo Rural*); the National Department of Planning; the National Police; ESAP (*Escuela Superior Administración Público*); and various national and regional associations of municipalities.

Commence Communications at the Municipal-Level (UNDERWAY): ADAM’s communications and meetings at the municipal-level are ahead of schedule. ADAM established a Technical Committee composed of ADAM’s leadership in Bogotá and the field to assess departmental and municipal needs on alternative development and local governance. The Technical Committee completed two visits to Neiva (Huila) from March 13-17 and Popayán (Cauca) from March 22-24. ADAM staff met with municipal officials, *gremios*, the CPGA, the local financial sector, the SENA (*Servicio Nacional de Aprendizaje*), associations of municipalities, producer groups, non-government organizations (NGOs), and other community leaders. These meetings enabled ADAM to identify municipal needs on public administration, infrastructure, and citizen participation and identify productive projects to either expand or promote new alternatives.

Contracting Partners (UNDERWAY): The ADAM Subcontracts and Grants Team is currently being assembled. Draft, umbrella indefinite quantity subcontracts have been sent to PADF, Georgetown University, J.E. Austin, IICA, and TSG. PADF is fully functional and operating under a pre-contract cost reimbursable letter of authorization. Similar instruments are being negotiated with Georgetown University, J.E. Austin, and TSG. Contracts with local *Comités de Cafeteros* in Nariño, Cauca, and Huila are currently under negotiation for office space, transportation, and support.

Launch Quick-Start Projects (UNDERWAY): With USAID’s support, ADAM identified 13 projects from previous USAID-funded alternative development programs to evaluate for the Quick-Start phase. Numerous meetings have occurred with Chemonics, PADF, and Land O’Lakes on these projects, which are presented in greater detail in Section III.

C. Table of Targets

In future quarterly reports, a table showing program targets on the 20 key program indicators will be presented in this section. Additional steps must occur before ADAM



assistance begins, such as the signing of zero-coca agreements. In this first report, targets of key indicators for several Quick-Start projects are provided in Section III.

II. COORDINATION WITH OTHER USAID/COLOMBIA INITIATIVES

A. MIDAS

As both ADAM and MIDAS are being implemented by ARD-led teams, a unique opportunity exists to maximize financial and technical resources to the benefit of both programs. The programmatic similarities and common goals of ADAM and MIDAS present considerable areas for interaction, collaboration, and synergies in the four regions the programs are collocated. ADAM and MIDAS staff met several times during the first quarter and identified numerous issues to coordinate both technically and operationally.

Shared Operations in Bogotá: ADAM and MIDAS established shared offices to manage finance, administration, and security functions in Bogotá. These offices were opened in January and are currently operating out of temporary space. Within the next few weeks, all Bogotá operations and technical staff will be moved to permanent office space in the Caracol building located at Calle 67 No 7-37.

Regional Offices: Typically, ADAM offices will be in smaller towns closer to the rural projects, while MIDAS offices will be located in large urban centers. However, starting in the first year, ADAM and MIDAS will share the Bucaramanga office in *Magdalena Medio*, and in the second year, the Tolima office. It was also been agreed that when not collocated, MIDAS and ADAM offices in the same department will work closely to support each other administratively and logistically (for example, MIDAS's office in Medellín and ADAM's in Cauca will work together in Antioquia).

Technical Coordination between Projects: ADAM and MIDAS view the issue of technical coordination between projects as critical to the success of both programs. Monthly meetings of technical staff will be held to discuss and identify coordination opportunities on a case-by-case and project-by-project basis. The main technical areas identified for coordination include: Rural Agricultural Finance, Marketing, Medium-Sized Enterprises, Vulnerable Groups, Technical Assistance and Training, and Public Policy.

Monitoring and Evaluation: During the first quarter, the ADAM and MIDAS Monitoring and Evaluation (M&E) teams met several times to coordinate efforts. It was determined that both programs share the following seven indicators:

- Number of hectares (forestry & crops);
- Number of families benefited;
- Volume of sales and gross market value;
- Number of jobs – FTEs;

- Amount of funds leveraged (public and private);
- Number of enterprises or producer organizations formed; and
- Number of infrastructure projects.

As ADAM and MIDAS also share several geographic areas and production chains, a specific effort will be made to avoid double counting of beneficiaries. Both programs have agreed to create a shared database to identify and report common beneficiaries to USAID. A technical committee of ADAM and MIDAS database experts and M&E staff has been formed to develop a system that will allow the programs to share and cross reference pertinent information and produce a unique registry of beneficiaries. However, the two programs will maintain their independence and unique information systems tailored to their specific needs.

B. PILAS

The ADAM program includes \$20 million to assist internally displaced persons (IDPs). Under the direction of USAID, ADAM completed a series of meetings with PILAS, a five-year, \$116-million USAID-funded program to provide economic and social assistance to IDPs, Afro-Colombians, indigenous populations, and other vulnerable groups. This program is being implemented by PADF and the United Nations International Office on Migration.

On February 7, ADAM members met with the USAID IDP Office and began initial discussions about the importance of coordination between the two programs. It was decided that an ADAM / PILAS Technical Coordination Committee be formed and begin meeting on a regular basis to identify, evaluate, and approve social infrastructure fund (SIF) projects targeting IDPs. On March 3, PILAS and ADAM met and identified areas at the municipal-level where both programs can focus activities. Approval was obtained to initiate IDP social infrastructure projects in several targeted municipalities. PILAS will help identify opportunities for ADAM to incorporate IDPs in alternative development activities. See Section IIIB for more information on ADAM's IDP activities.

C. *Acción Social*

In the initial start-up period, ADAM leadership met regularly its counterparts in USAID and *Acción Social* to develop the overall program strategy and ensure its consistency with GoC priorities and policies. With USAID concurrence, ADAM incorporated numerous comments and suggestions of *Acción Social* in its first annual work plan. *Acción Social* also played a prominent role, along with USAID, in the ADAM regional roll-out meetings and received the endorsement of each departmental governor to support the GoC and ADAM's zero-coca policy. ADAM is working closely with *Acción Social* to obtain signed zero-coca agreements from the participating governors, mayors, producer groups, and beneficiaries.

III. QUICK-START PROJECTS

As described in the annual work plan, ADAM activities in the first program year will consist of a quick-start strategy to produce immediate results and a long-term strategy to lay the foundation for projects through the life of the program. ADAM quick-start activities aim to sustain the momentum of several on-going USAID-funded projects. ADAM has assumed responsibility for several existing development projects and will expand them over time to include activities to improve local governance and assistance to displaced persons.

The quick-start projects were selected based on an analysis of on-going USAID-funded development projects and an understanding of USAID's immediate priorities. The assessment included projects developed by Chemonics in Putumayo and Cauca; PADF's productive projects in the departments of Antioquia, Uraba, and Bolívar; and Land O'Lakes' work with dairy families in Nariño. ADAM's initial assessment identified the following thirteen projects, titled by the participating municipalities, (the department), and the *crop supported*:

1. Simití and San Pablo (Bolívar) – *cocoa*
2. Arboletes and San Juan de Urabá (Antioquia) – *cocoa and rubber*
3. Arboletes and San Juan de Urabá (Antioquia) – *cocoa*
4. Nechi (Antioquia) – *rubber*
5. Puerto Asis, Puerto Caicedo, Orito, San Miguel, and Valle del Guamuez (Putumayo) – *hearts of palm*
6. Puerto Asis, Puerto Caicedo, Orito, San Miguel, Valle del Guamuez, Villagarzon, Mocoa, and Puerto Guzman (Putumayo) – *vanilla*
7. Villagarzón, Puerto Asís, Puerto Caicedo, Orito, San Miguel, Valle del Guamuez, Mocoa, and Puerto Guzmán (Putumayo) - *black pepper and other spices*
8. Obando Province (Nariño) – *milk*
9. Totoró including the Novirao resguardo (Cauca) – *wood processing plant/forestry*
10. Villagarzón and Puerto Guzman (Putumayo) – *flowers*
11. Patía (Cauca) – *fruits marketing project*
12. Villagarzón and Mocoa (Putumayo) – *forestry*
13. Patía (Cauca) – *artisan project*

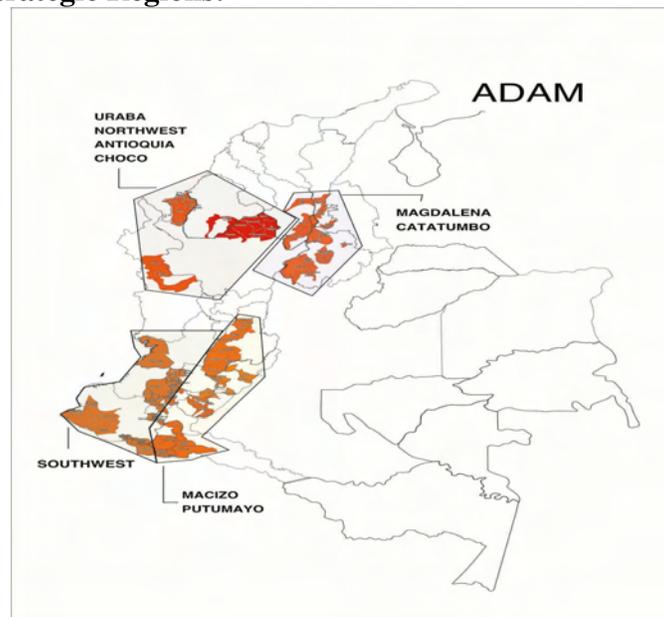
In the first quarter, ADAM commenced the first phase of its quick-start methodology to review and baseline each project and identify needed technical staff. ADAM analyzed each project through the information provided by USAID and former contractors to determine each project's long-term viability under ADAM. Specifically, ADAM contracted a group of independent experts to evaluate the Chemonics projects in Putumayo and Nariño (See Section IX). The initial assessments of the first eight projects listed above are positive and work plans have been drafted to quickly maintain and establish new hectares, obtain funding, and gain local support. The next four projects are pending. In general, ADAM's initial assessment concluded that these projects require accompaniment, increased technical assistance and training, and greater local funding and/or private sector support. Finally, with USAID concurrence, a decision was made to discontinue support for the artisan project in Patía.

The summaries that follow provide details on each project, including its location, why the project was selected, a brief description, goals, financial structure, challenges and obstacles, and upcoming activities. The project summaries focus on the productive side of the project, because the initial formulation of the project surrounds the agricultural activities in the productive nucleus. The project financial structure tables indicate the contributions of ADAM, the department, the municipalities, the beneficiaries or farmers, and other entities involved. ADAM must first sustain the momentum of previous alternative development activities by focusing on the productive activities and current project beneficiaries.

In the second quarter, ADAM will complete the second phase of the quick-start project methodology by renewing and signing agreements with municipalities and project beneficiaries to become a formal part of the program. *Acción Social* is responsible for obtaining the signatures of all participating governors and mayors and will provide ADAM the templates to use to formally include participating producer groups and beneficiaries. Once completed, quick-start will move into the important third and fourth phases where activities are expanded to include local governance and support for IDPs. In preparation of these upcoming phases, the LG Component has planned meetings in several municipalities to:

- a) obtain additional information on the projects and the zones of intervention,
- b) identify regional expectations and demands,
- c) identify and build consensus on local governance actions in *veredas*,
- d) assess previous commitments involving the mayor and community leadership, and
- e) advance the development of ADAM projects.

ADAM's Four Strategic Regions:



Annex A provides a larger map with the locations of the 94 high-priority municipalities.

A. The Projects

The following summaries provide initial details on the ADAM Quick-Start projects.

1. Simití and San Pablo (Bolívar) – *cocoa*

LOCATION

Southern part of the department of Bolívar – Municipalities of San Pablo and Simití

- Northern part of San Pablo – *veredas*: Las Pavas and Virgencita
- Southern part of Simití – *veredas*: Las Humaredas and Aguas Lindas

PROJECT GOALS

- Families benefited - 250
- Licit hectares established – 375

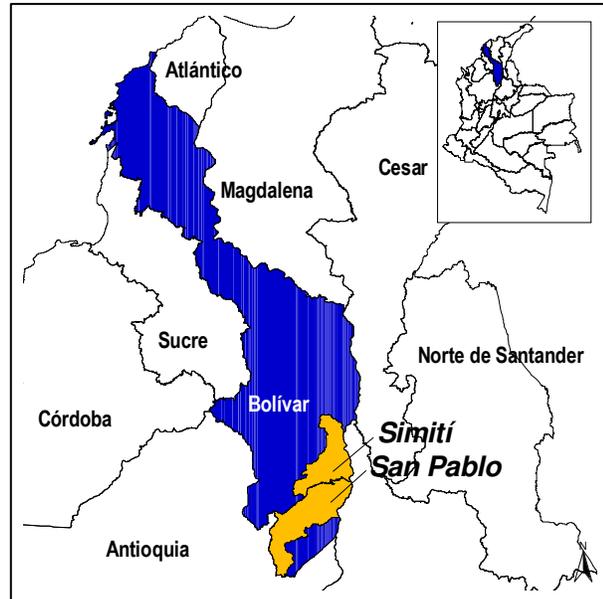
WHY THIS PROJECT?

In Simití and San Pablo, ARD's Democratic Local Governance Program and PADF's Alternative Development Program successfully implemented sustainable productive projects (cocoa and beans), social infrastructure projects (road improvements), and strengthened local governance (public finances). Eight-hundred families benefited from the USAID-funded projects. That said, the licit economic structures in the southern part of Bolívar continue to be weak and basic needs among the population remain unmet.

The Producer Association in the southern part of Bolívar, APROCASUR, is working to strengthen its social base as well as its technical and administrative capabilities. APROCASUR will also provide the technical assistance in vegetal material production.

PROJECT DESCRIPTION

The project aims to benefit 250 families by establishing 375 hectares of cocoa using an agricultural/forestry model, a planting system that includes the principal crop, subsistence crops, and shade trees. This project includes planting 1,500 cocoa clone seedlings in each plot, growing *plátano* or *gandul* as transition cash crops, growing corn and beans as subsistence crops, and using cedar, *guayacán*, and *moncoro* as valuable, permanent shade trees.



PROJECT FINANCIAL STRUCTURE

SOURCE	US\$	% of Costs
ADAM	\$756,114	51.2%
Municipalities	\$226,240	15.3%
PDPMM (<i>Programa Desarrollo y Paz de Magdalena Medio</i>)	\$63,636	4.3%
Producers / Project Beneficiaries	\$429,432	29.2%
TOTAL	\$1,475,421	100%

CHALLENGES / CONSTRAINTS

- To incorporate the identified needs of the population in the ADAM project.
- Uncertain security situation due to illegal armed groups.

ACTIVITIES PLANNED

- To identify and carry out a detailed assessment of project beneficiaries and the productive nucleus.
- To identify infrastructure needs and other specific activities in local governance.
- Carry out technical assessments to identify opportunities and possible risks that will guide the planning process of the project.



2. Arboletes and San Juan de Urabá (Antioquia) – cocoa and rubber

PROJECT LOCATION

Antioquia – Municipalities of Arboletes and San Juan de Uraba

- Arboletes – *Corregimiento*: La Trinidad

- San Juan de Uraba – *Corregimiento*: Siete Vueltas

PROJECT GOALS

- Families benefited - 88
- Licit hectares established – 176 Rubber and 132 Cocoa

WHY THIS PROJECT?

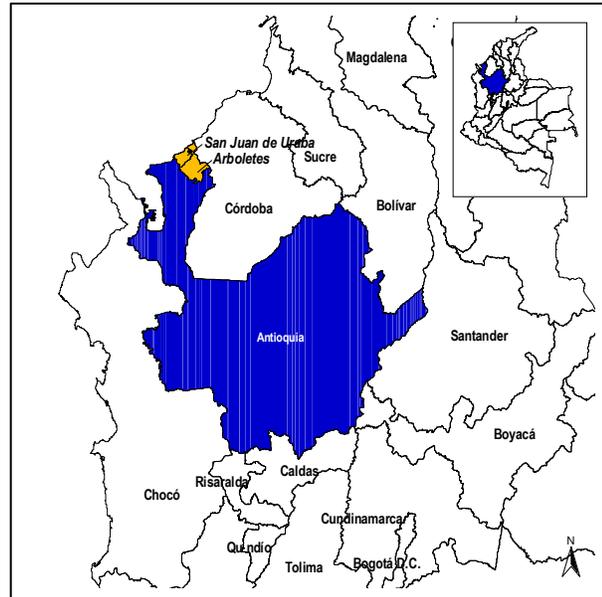
The project is included in the Territorial Zoning Plan, the Municipal Development Plans, the “*Antioquia Nueva*” Departmental Development Plan, and is part of the Rubber and Cocoa Belt, as formulated by the Governor’s Offices of Antioquia and Córdoba, the United Nations Development Program (UNDP), and the national associations FEDECACAO and FEDECAUCHO.

The project zone is located within the optimal agro-environmental ranges for establishing cocoa and rubber plantations, as well as associated crops (i.e., oak, *guandul*). Moreover, the project is supported by other organizations that will strengthen project activities, such as *Nacional de Chocolates*, an enterprise that is ready to buy 100% of the project’s cocoa production. The commercial partner for rubber is PROANTEX, S.A., a leading company in rubber marketing and rubber sub-products. The project also enjoys strong financial and technical assistance support from the actors involved.

PROJECT DESCRIPTION

The project will support 132 hectares of cocoa and 176 hectares of rubber. Each participating family will plant 1.5 hectares of cocoa and 2.0 hectares of rubber in independent lots, but in the same productive nucleus.

Cocoa will be planted using an agriculture/forestry model, including the planting of 1,000 cocoa seedlings. *Guandul* will be used to provide transitory shading and oak trees for permanent shading. The project envisions an initial planting phase of 2.0 hectares of rubber per family to be carried out in one or two areas to improve crop conditions and harvest preparation.



PROJECT FINANCIAL STRUCTURE

SOURCE	US\$	% of Costs
ADAM	232,000	20.9%
Department of Antioquia	136,000	12.3%
Municipality of Arboletes	23,000	2.1%
Municipality of San Juan de Uraba	23,000	2.1%
Productive Alliances	209,000	18.8%
<i>Nacional De Chocolates</i>	29,000	2.6%
CORPOURABA	23,000	2.1%
Producers / Project Beneficiaries	434,000	39.1%
TOTAL	1,109,000	100%

CHALLENGES / CONSTRAINTS

- Organize *Juntas de Acción Comunal*, organizations at the *vereda* / community level, to establish a shared manual labor model for the project plantations.

ACTIVITIES PLANNED

- To identify and carry out a detailed assessment of project beneficiaries and the productive nucleus.
- Carry out technical assessments to identify opportunities and possible risks that will guide the planning process of the project.
- To identify more specific project activities after approval from USAID.

3. Arboletes and San Juan de Urabá (Antioquia) – cocoa

LOCATION

Antioquia – Municipalities of Arboletes and San Juan de Uraba

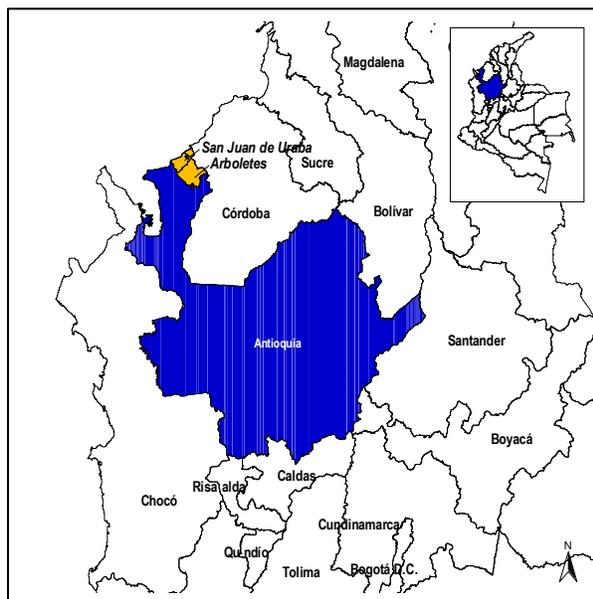
PROJECT GOALS

- Families benefited - 150
- Licit hectares established – 450 cocoa

WHY THIS PROJECT?

The project is included in the Territorial Zoning Plan, the Municipal Development Plans, the “*Antioquia Nueva*”

Departmental Development Plan, and is part of the Rubber and Cocoa Belt, as formulated by the Governor’s Offices of Antioquia and Córdoba, the UNDP, and the national associations FEDECACAO and FEDECAUCHO.



The project zone is located within the optimal agro-environmental ranges for establishing cocoa and rubber plantations, as well as associated crops (i.e., plantains, oak, *guandul*). The project proposes expanding the minimum cocoa unit from two to three hectares. The project also enjoys strong financial and technical assistance support.

PROJECT DESCRIPTION

The project plans to establish 450 hectares of cocoa. Each participating family will plant three hectares of cocoa using an agricultural/forestry model, planting 1,100 cocoa seedlings per hectare, plantains as transitory shading, and oak trees as permanent shading.

PROJECT FINANCIAL STRUCTURE

SOURCE	US\$	% of Costs
ADAM	394,980	24.5%
Department of Antioquia	168,364	10.5%
Municipality of Arboletes	24,823	1.5%
Municipality of San Juan de Uraba	24,858	1.5%
CORPOURABA	2,497	0.2%
Producers / Project Beneficiaries	997,594	61.8%
TOTAL	1,613,116	100%

CHALLENGES / CONSTRAINTS

- To incorporate the identified needs of the population in the ADAM project.
- Uncertain security situation due to illegal armed groups.

ACTIVITIES PLANNED

- To identify and carry out a detailed assessment of project beneficiaries and the productive nucleus.
- Carry out technical assessments to identify opportunities and possible risks that will guide the planning process of the project.
- To identify more specific project activities after approval from USAID.



4. Nechí (Antioquia) – rubber

LOCATION

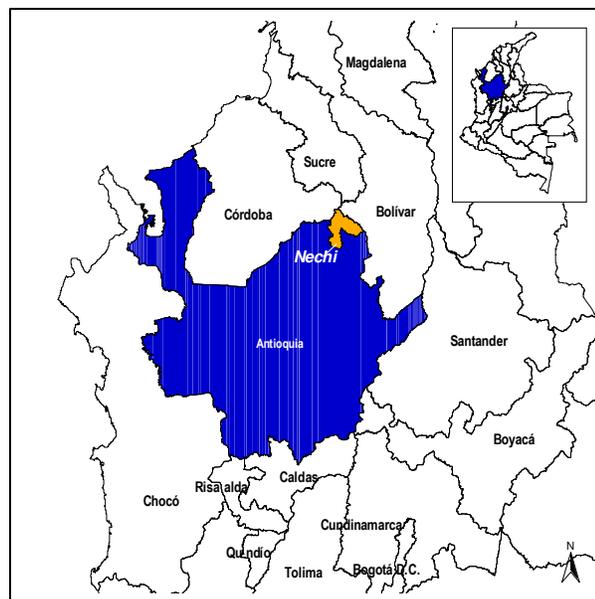
Antioquia – Municipality of Nechí

PROJECT GOALS

- Families benefited - 50
- Licit hectares established – 200 rubber

WHY THIS PROJECT?

ARD's previous Democratic Local Governance Program and PADF's Alternative Development program successfully implemented sustainable productive projects in the region. One hundred, thirty-five and a half (135.5) hectares of natural rubber were planted and 82 families benefited. The projects established rubber plantations and introduced a rubber farming culture to the region.



PROJECT DESCRIPTION

The project aims to strengthen the social organization within a social-entrepreneurial structure that will enable the implementation of a rubber project to generate important benefits to the region, decrease illicit crop production, and establish new, licit job opportunities.

The project will be established under an agricultural/forestry model including the cultivation of beans and plantain crops as transition and subsistence cash crops. These transition crops will assure constant cash flow to producers until the principal crop (rubber) yields income. ADAM will oversee project implementation and provide necessary technical assistance.

PROJECT FINANCIAL STRUCTURE

SOURCES	US\$	% of Costs
ADAM	2,500	11.0%
Department of Antioquia	2,819	12.4%
Municipality of Nechí	440.50	1.9%
MANA	132.10	0.5%
Credits	2,863.40	12.6%
Producers / Project Beneficiaries	14,076	61.6%
TOTAL	22,832	100%

CHALLENGES / CONSTRAINTS

- To incorporate the identified needs of the population in the ADAM project.
- Uncertain security situation due to illegal armed groups.

ACTIVITIES PLANNED

- To identify and carry out a detailed assessment of project beneficiaries and the productive nucleus.
- Carry out technical assessments to identify opportunities and possible risks that will guide the planning process of the project.
- To identify more specific project activities after approval from USAID.



5. Puerto Asis, Puerto Caicedo, Orito, San Miguel, and Valle del Guamuez (Putumayo) – hearts of palm

LOCATION

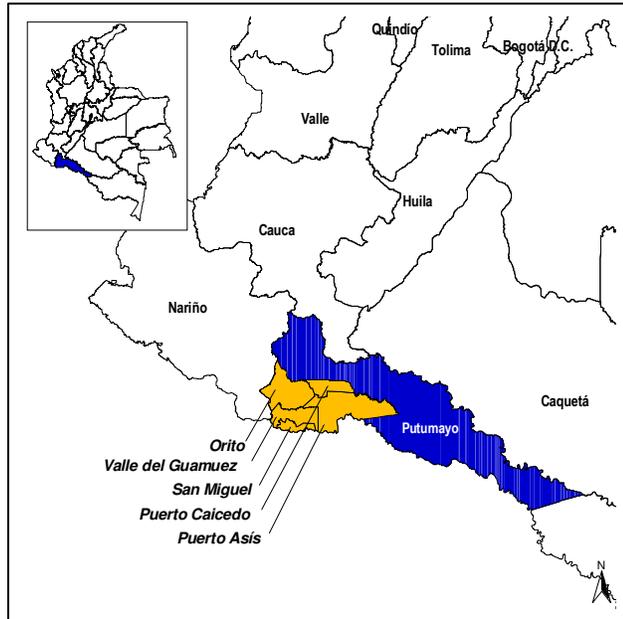
Putumayo – Municipalities: Puero Asis, Puerto Caicedo, Orito, San Miguel, and Valle del Guamuez

PROJECT GOALS

- Families benefited - 467
- Licit hectares established – 200 hearts of palm

WHY THIS PROJECT?

The Chemonics Alternative Development Program implemented sustainable projects throughout the region. Four hundred sixty-seven hectares of hearts of palm trees were planted.



The ADAM project will develop and market hearts of palm farming in the region through the farmers' organizations already participating in the project with the objective of expanding *Agroamazonía*, the project enterprise developer. The product has great marketing potential due to the high quality of the product and penetration into wholesale markets. USAID approved this quick-start project in the first quarter (See Section IX).

PROJECT DESCRIPTION

ADAM will offer specialized technical assistance to strengthen *Agroamazonia's* social base, internal organizational structure, and business processes. ADAM hopes to continue and expand the success of the company's processing and sales of hearts of palm to regional, national, and international markets.

CHALLENGES / CONSTRAINTS

- Design and oversee a strategy to strengthen social capital by directly involving the participating organizations in the project.
- Reduce the producer associations' dependence on *Agroamazonia* and aim toward self-sufficiency.

ACTIVITIES PLANNED

- To identify and carry out a detailed assessment of project beneficiaries.
- To develop work plans, identify infrastructure needs, and LG activities.

6. Puerto Asis, Puerto Caicedo, Orito, San Miguel, Valle del Guamuez, Villagarzon, Mocoa, and Puerto Guzman (Putumayo) – vanilla

LOCATION

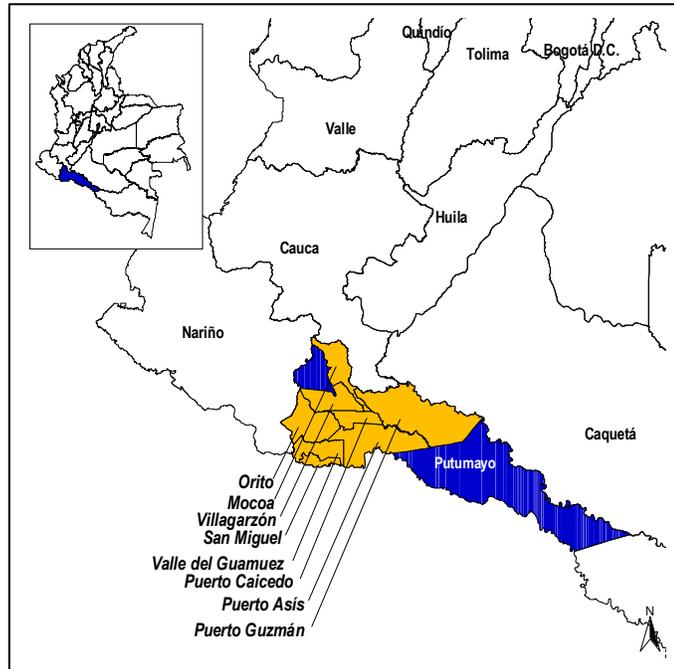
Putumayo – Municipalities:
Puerto Asís, Puerto Caicedo,
Orito, San Miguel, Valle del
Guamuez, Villagarzon, Mocoa,
and Puerto Guzmán.

PROJECT GOALS

- Families benefited – 2,000
- Licit Hectares Established
– 305 vanilla

PROJECT DESCRIPTION

ADAM aims to establish at least 300 hectares of vanilla (technical name: *Planifolia Andrews*), to provide adequate technical assistance and training to vanilla producers and technicians in the department of Putumayo, and to strengthen the project's social capital by broadening and creating awareness among project beneficiaries.



CHALLENGES / CONSTRAINTS

- To design and oversee a strategy to strengthen social capital by directly involving the participating social organizations in the project.

ACTIVITIES PLANNED

- To establish an agreement with MANE Colombia, an institution that develops vanilla plantations, to develop a successful crop / technology package.
- To organize the project with COMFAMILIAR, an organization that has been implementing the project.
- To identify and carry out a detailed assessment of project beneficiaries and the productive nucleus.
- Carry out technical assessments to identify opportunities and possible risks that will guide the planning process of the project.

7. Villagarzón, Puerto Asis, Puerto Caicedo, Orito, San Miguel, Valle del Guamuez, Mocoa, Puerto Guzman (Putumayo) – *black pepper and other spices*

LOCATION

Putumayo – Municipalities:
Villagarzón, Puerto Asis, Puerto Caicedo, Orito, San Miguel, Valle del Guamuez, Mocoa, and Puerto Guzmán

PROJECT GOALS

- Families benefited – 204
- Licit Hectares Established – 142 black pepper and other spices

PROJECT DESCRIPTION

ADAM aims to strengthen the *Condimentos Putumayo* enterprise in the processing of pepper, other spices, and dehydrated plantains, and marketing these products to national, regional, and international markets. Moreover, ADAM will strengthen existing producers associations by providing technical assistance services to develop crops.

CHALLENGES / CONSTRAINTS

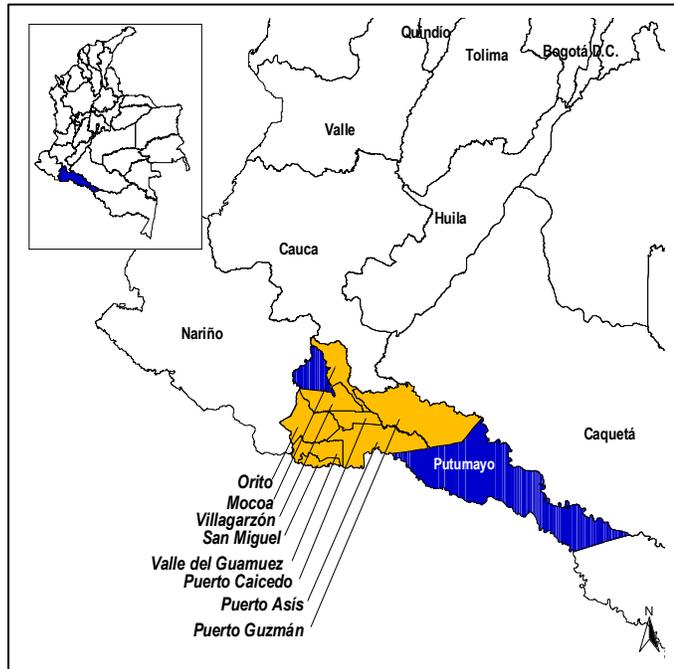
- To design and oversee a strategy to strengthen the social capital by directly involving the participating social organizations in the project.

ACTIVITIES PLANNED

- Establish commercial contracts to find markets for the products.
- Carry out technical assessments to identify opportunities and possible risks that will guide the planning process of the project.
- To identify infrastructure needs and local governance activities.

8. Obando Province (Nariño) – *milk*

The objective of the project is to improve overall productivity and improve the competitiveness of small farmers. The project will benefit almost 1300 families,



establish 260 hectares of new grass fields, and improve 560 hectares of existing grass fields. The overall commitment at the local level is still being assessed and the project is being formulated. The following municipalities from the Obando Province will be involved: Aldana, Contadero, Cuaspud, Cumbal, Guachucal, Gualmatan, Iles, Ipiales, Potosí, Puerres, and Pupiales.

9. Totoró including the Novirao resguardo (Cauca) – *wood processing plant/forestry*

Before ADAM defines its level of support, ADAM staff will focus on obtaining commitments from regional entities, Indigenous organizations (such as NGOs), and *cabildos* (specific geographic areas) to support project needs.

10. Villagarzón and Puerto Guzman (Putumayo) – *flowers*

ADAM can support commercial management processes and establish new commercial contacts, such as ASOCOLFLORES, but before doing so, financial and management capabilities must be established as well as commitments from potential buyers. It is proposed that ADAM finances technical assistance support and identifies co-financing from municipalities as long as the companies fulfil the requirements listed above.

11. Patía (Cauca) – *fruits marketing project*

ADAM will provide technical assistance support and organizational strengthening activities to reinitiate new crop cycles. A crop-replanting fund owned by the organizations will be utilized. ADAM will establish contacts with shareholders, mayors, and association leaders to obtain concrete commitments.

12. Villagarzón and Mocoa (Putumayo) – *forestry*

During the first quarter, the wood processing plant of forestall Putumayo was transferred to the shareholders. The restructuring of the administrative offices and the maintenance of the organization was recently completed to improve the overall functioning of the plant. The armed conflict in Putumayo has effected the development of the project. ADAM plans to assess the overall commitment of the project to determine the project's viability.

13. Patía (Cauca) – *artisan project*

This project is based on the efforts of women in the region who harvest *totumo* and create artisan goods for wholesale. *Totumo* is a seasonal activity and constitutes a complementary source of income for low-income families. Considering that the project objectives were met under the Chemonics Alternative Development Program, the decision was made not to continue support for this project.

B. IDPs

As described in Section IIB, ADAM, PILAS, and USAID officials met to exchange information, identify areas of coordination, and decided that ADAM will be involved in three areas with regard to displaced populations: a) targeting social infrastructure sub-projects using the FIS project methodology, b) involving the displaced population in productive sub-projects when possible, and c) employing the displaced population as manual labor within ADAM productive sub-projects and other complementary activities.

Procedures between ADAM and PILAS have been established to ensure the success of both IDP programs and avoid dispersion in how both programs apply resources. Within municipalities shared by ADAM and PILAS, PILAS will approve in writing all ADAM infrastructure projects targeting the displaced populations. In those ADAM municipalities where PILAS does not have a presence, ADAM will consult PILAS on all IDP activities.

Finally, ADAM began identifying initial infrastructure sub-projects targeting the displaced populations to be potentially executed as part of the Quick-Start Program. Approval of these projects is contingent upon the formal agreement of the ADAM / PILAS Technical Coordination Committee. This committee will meet periodically to evaluate and approve ADAM's IDP infrastructure sub-projects, monitor on-going IDP activities, and facilitate the working relationships in the field offices between the two programs.

The following chart lists projects approved by the ADAM / PILAS Technical Coordination Committee for implementation.

Municipality	Type of Project	Name	Beneficiaries	Products	Cost (US\$)
Popayán	Educational Infrastructure	<i>Ampliación Granja Escuela Amalaka</i>	150 teenage boys and girls. 85% displaced from Popayán (Cauca)	Four classrooms and bathrooms.	\$52,000
El Tambo	Educational Infrastructure	Expansion of the <i>San Carlos</i> School	500 students	Two classrooms and one bathroom.	\$43,000
Pasto	Vulnerable community housing (<i>Viviendas de interés social</i>)	Housing for vulnerable and internally displaced people living in the high-risk areas of San Juan de Pasto (Pasto); San Pablo II Project.	100 displaced families	100 vulnerable community houses.	\$78,000
Timbío	Educational Infrastructure	Expansion of the <i>La Laguna</i> School	70 students	Two classrooms and one bathroom.	\$40,000

C. Establishment of Regional Offices

ADAM will focus its activities in 94 high-priority municipalities in four strategic regions established by USAID. Within these four regions, ADAM plans to open ten regional offices to facilitate and coordinate activities. In the first quarter, ADAM established five of the offices. ADAM plans to move the *Magdalena Medio* office from Bolívar to Santander for better access to the region, improved services and logistics, and security.

- 1) *Southwest Colombia Region*: Current Offices: Nariño and Cauca; Future Office: Valle del Cauca.
- 2) *Macizo / Putumayo Region*: Current Office: Huila; Future Offices: Putumayo¹ and Tolima.
- 3) *Magdalena Medio / Norte de Santander Region*: Current Office: Bolívar (Santa Rosa del Sur); to be moved to Santander (Bucaramanga) in the second quarter.
- 4) *Urabá / Northwestern Antioquia/Chocó Region*: Current Office: Antioquia (Caucasia); Future Offices: Córdoba and Urabá

As quick-start projects are being considered in Nariño, Cauca, Bolívar, Antioquia, and Putumayo, ADAM has quickly established regional offices in Pasto (Nariño), Popayán (Cauca), Neiva (Huila), Santa Rosa (Bolívar), and Caucasia (Antioquia). Due to security issues and the ease of rapidly beginning operations, the regional offices in Cauca, Huila, and Nariño are collocated with the *Comité de Cafeteros*. The following chart provides the current staffing profile of the five regional offices established during the first quarter. Checkmarks indicate which positions have been filled.

Regional Office / Position	Nariño	Cauca	Huila	Magdalena Medio	Norte de Antioquia
Regional Coordinator (AD)	✓	✓	✓	✓	✓
Assistant Regional Coordinator (LG)	✓			✓	✓
Agricultural Technician					
SIF – PIF Civil Engineer	✓	✓	✓	✓	✓
SIF – PIF Civil Engineer	✓	✓	✓		
Business Mngt. Expert					
Social Promoter	✓	✓	✓	✓	✓
Social Promoter		✓	✓		
Systems Engineer		✓			
Monitoring and Evaluation Expert	✓	✓	✓		✓
Secretary	✓	✓	✓		✓
General Services	✓		✓		

¹ The regional office for Putumayo is expected to open in the second quarter.



As described in Section IB, regional roll-out presentations were held in seven cities, including in the regions covered by the five existing offices. In addition, all five of the regional offices conducted the following activities:

1. *Identification and analysis of alternative development sub-projects:* Offices presented new productive sub-projects and/or on-going projects from Chemonics and other alternative development programs to the Bogotá office.
2. *Identification and analysis of local governance sub-projects:* Offices began collecting data and information on potential local governance strengthening initiatives. They also established contact with community organizations and institutions that may be interested in working together.
3. *Communication with local communities and institutions:* Offices contacted local institutions and reviewed local policies to better understand local interests and needs.

The regional offices have the following general activities planned for the next/second quarter:

1. Open the office in Putumayo and move the *Magdalena Medio* office from Santa Rosa del Sur to Bucaramanga.
2. Continue hiring staff.
3. Work closely with technical staff in Bogotá to begin implementation and oversight of the Quick-Start projects.
4. Facilitate the implementation of ADAM projects by meeting with local administrations, institutions, communities, social organizations, and beneficiaries of ADAM projects to promote citizen participation and involve the public and private sectors.
5. Evaluate the social infrastructure needs of the displaced population in targeted municipalities (in coordination with PILAS). Continue to identify possible local governance activities and alternative development initiatives (in coordination with *Acción Social*).

Regional office accomplishments and proposed activities for the next quarter include:

1. *Nariño:*

Accomplishments for Q1

- In coordination with the PILAS program, a social infrastructure sub-project was identified to assist IDPs (*Urbanización Juan Pablo II - Pasto*)

Activities in the Next Quarter

- Carry out technical assessments for the milk project in the Obando Province. Identify opportunities and possible risks that will guide the planning process of the project.
- Review and analyze the *Monte Bravo* forestry project, implemented by the United Nations Food and Agriculture Organization (FAO) and local Community Councils.
- Continue reviewing and formulating social infrastructure sub-projects targeting the displaced population with PILAS.



2. Cauca:

Accomplishments for Q1

- Hosted the Technical Committee in Popayán to analyze initiatives and projects in target municipalities for the first program year.
- Met with the Departmental Director of *Acción Social* in Cauca to evaluate social infrastructure needs for IDPs in three municipalities (Timbío, Popayán, El Tambo).
- Submitted two new productive sub-project proposals for evaluation:
 - a. Two hundred hectares of asparagus, benefiting 400 families in Popayán, El Tambo, Timbío, Cajibío, Morales, and Piendamó.
 - b. Fifty hectares of asparagus in Timbío to employ and support 250 families.

Activities in the Next Quarter

- Carry out a technical assessments for the fruit projects in Patía. Identify opportunities and possible risks that will guide the planning process of the project. The Marketing, Finance and Producer Groups (AD) Technical Department in Bogotá will oversee the assessment in coordination with the *Cadena Productiva Forestal del Cauca*, from the municipality of Totoró.

3. Huila

Accomplishments in Q1

- Hosted the Technical Committee in Neiva to analyze initiatives and projects in target municipalities for the first program year.
- Created a database of key information for the implementation of ADAM projects based on visits of different agricultural institutions and *CPGAs*.

Activities in the Next Quarter

- Begin executing projects approved for targeted municipalities in the department.

4. Magdalena Medio:

Accomplishments in Q1

- Provided information and developed the cocoa productive sub-project for the San Pablo and Simití Quick-Start project.

Activities in the Next Quarter

- Move the regional office location from Santa Rosa del Sur (Bolívar) to Bucaramanga (Santander)
- Coordinate and launch the final ADAM regional roll-out meeting in Valledupar, Cesar.
- Host the Technical Committee in Bucaramanga and Aguachica to further evaluate potential ADAM projects in target municipalities.

5. Norte de Antioquia:

Accomplishments in Q1

- Formulated the productive sub-projects for the quick-start projects in San Juan de Urabá, Arboletes, and Nechí.

Activities in the Next Quarter

- Host the Technical Committee in Medellin and Cauca to further evaluate potential ADAM projects in target municipalities.



IV. ADAM PROJECTS

This will be the key section in future ADAM quarterly reports. As the Quick-Start projects evolve and transition into integrated ADAM projects, with the addition of LG or IDP sub-projects, their descriptions will be provided in this section. One to two-page descriptions of all new ADAM projects will be provided. We will also include details on new project activities not included in previous project summaries. While not all the projects will be summarized in each quarterly report, a chart listing all on-going ADAM projects will be provided.

ADAM projects will be presented by strategic region:

1. Southwest Colombia Region
2. Macizo / Putumayo Region
3. Magdalena Medio / Norte de Santander Region
4. Urabá / Northwestern Antioquia / Chocó Region

New ADAM project descriptions, or new activities within on-going ADAM projects, for each strategic region will be followed by:

- IDP activities separate from ADAM projects
- A chart summarizing the contributions of all projects and activities to the key indicators
- A list of infrastructure projects

V. COUNTERPART CONTRIBUTIONS & LEVERAGING

Accomplishments in Q1

During the first quarter, ADAM's Public/Private Alliances (PPA) team developed and refined an intervention strategy designed to involve the private sector in program activities. The ADAM team worked closely with its MIDAS counterpart to identify common areas where the two programs can coordinate activities and avoid duplicating efforts. A steering committee formed within ADAM between ARD and PADF met regularly to discuss the PPA strategy, as well as to consider different implementation strategies.

Most of the work done in the first quarter focused on identifying private sector companies interested in socially responsible investment available through ADAM projects, private foundations willing to participate in program activities, and business associations aware of the importance of endorsing public/private partnerships. Businesses, foundations, and *gremios* were identified through a research process focused on detecting their interest in profitable social investment and community involvement.

Proposals and Pending Negotiations

Initial contacts with Petrobras and the *Fundación Colombia para la Educación y la Oportunidad* (Fundacolombia) found that both organizations are interested in partnering with the program once ADAM has structured projects in Huila and other geographic areas.

VI. ADMINISTRATIVE ISSUES

A shared administrative office was established for both the ADAM and MIDAS programs. The office's primary objective during the first quarter was to facilitate the hiring of personnel. The office established hiring procedures to select potential candidates, verify previous salary and qualifications, request approval from USAID, perform background security investigations, negotiate final salary, and finalize the employment contract. At the end of the first quarter, ADAM staff totaled 113, including shared staff with MIDAS but not including 19 short-term consultants (8 were hired locally and 11 came from the ARD Home Office or the U.S). The following chart provides details about ADAM staffing:

ADAM STAFFING	Positions Filled	Positions Proposed
Chief of Party Office	4	4
Alternative Development Division	14	26
Local Governance and IDP Division	15	23
Program, Budget, Information, and M&E Office	9	15
Contracts and Grants Office	5	7
Regional Office Supervisors	3	4
SUB-TOTAL: Bogotá Office	50	79
Nariño	8	12
Cauca	8	12
Huila	8	12
Magdalena Medio	4	12
Norte de Antioquia	6	12
SUB-TOTAL: Regional Offices	34	60
Administrative Office	23	39
Controllers Office	6	22
SUB-TOTAL: Shared Staff with MIDAS	29	61
TOTAL STAFFING	113	200

During the first quarter, the ADAM and MIDAS programs identified and signed a contract to rent shared office space. The two programs also began the process to design the interior office space. Staff will be moved to the permanent office during the second quarter.

The Administrative Office also began drafting several manuals for both programs including:

Personnel Manual: This manual will describe and identify who is responsible for the following functions: recruitment, contracting, training, pay, performance



evaluations, and terminations of employments. At the end of the first quarter, 50% of the manual was completed.

New Employee Orientation Guide: This manual is being established for new employees and will outline the philosophy and principal norms of ADAM and MIDAS. This guide is 60% completed.

Employment Guide for Consultants: This manual will be given to short-term consultants and provide basic information about the ADAM Program necessary to complete specific tasks or objectives. This guide is 70% completed.

VII. SECURITY

On March 1, the security contract that was originally signed under DLGPII with Honor and Laurel (H&L), was transferred to ADAM and MIDAS and is now managed as a shared function. As stated in the terms of reference, H&L's primary responsibility is to develop and manage ARD Colombia's security policies and procedures for both ADAM and MIDAS on a national level. H&L has assigned a full time Security Officer to ARD Colombia to manage the day to day operations. In addition, the H&L emergency operations center is available 24 hours a day to respond to any security incidents involving MIDAS or ADAM.

During the quarter, the Security Officer further developed ARD Colombia's Security Plan according to the unique risks both programs face. The Security Plan was submitted to USAID with the ADAM Annual Work Plan on March 1. Security briefings were developed and delivered to all new employees and U.S. visitors. As of the end of the quarter, a security awareness seminar was being developed for all staff, including the field offices.

Fortunately, there were no specific security incidents that directly affected ADAM personnel. However, extra precautionary travel measures were taken by the ADAM team in Huila due to a high level of guerilla activity following the assignation of Councilmen on February 27, 2006. Finally, the Security Officer released a Memorandum prohibiting all staff from hailing taxis in the street during business hours.

VIII. FINANCIAL REPORT

Please refer to the tables in a separate document for the quarterly financial report and projections broken down by CLIN (Local Governance – CLIN 1, Alternative Development – CLIN 2, and Internally Displaced Persons – CLIN 3).

Table 1: Provides the budget for each CLIN with detailed line item breakdown, the expenditures and the balance for the initial 20 million dollar obligation.

Table 2: Shows the overall contract budget amount (\$189,998,971.00) broken down by line item, CLIN, expenditures, and balance.

Table 3: Presents the projections for the next quarter (April – June) broken down by major line item and CLIN.

IX. SUBCONTRACTS AND GRANTS

ADAM made substantial progress in the subcontracts and grants area. The staff focused their time in putting in place necessary policies and procedures. First, the Chief of Subcontracts and Grants hired 4 of 6 positions and will complete staffing in the second quarter. Second, the Grants Management Plan was finalized and presented to USAID for approval at the end of the first quarter. Internally, the Grants Procedures Manual was completed as well as the first of a series of training sessions for the subcontracts and grants staff.

To complete the ADAM team, draft umbrella IQCs (indefinite quantity subcontracts) were completed and sent to PADF, Georgetown University, J.E. Austin & Associates, *Instituto Interamericano de Cooperación para la Agricultura* (IICA), and TSG for their consideration. At the end of the quarter, each indefinite quantity subcontract had been agreed upon except for some minor issues. Each contract should be signed and fully executed by mid May. During these negotiations and to allow partner's support to begin immediately, pre-contract letters of authorization were issued to PADF, Georgetown University, J.E. Austin, and TSG.

During the first quarter, PADF submitted five Quick-Start project proposals for approval (these correspond to the first five projects listed in Section III, Quick-Start Projects). The *Agroamazonia* project in Putumayo producing hearts of palm was approved and funded and the other four are being evaluated. In addition, a separate purchase order for PADF was approved to evaluate several Chemonics projects to be considered for ADAM. More information on these first two agreements is presented below.

Sub Contracts

1. Title: *Agroamazonia*, ARD Task Order No. 002
Date Issued: February 8, 2006
Period of Performance: One year
Location: Putumayo
ADAM Projects: Quick Start - Hearts of Palm
Total Value of Task Order: COP\$1,312,322,566 (Approximately \$556,656)

General Purpose of Task Order: Institutional strengthening of *Agroamazonia*, involved producer groups, and targeted families. See Quick-Start Project #5 for more details.

Purchase Orders

1. Title: Evaluation of Chemonics' Projects in Southern Colombia



Date Issued: December
Location: Putumayo
Value of Purchase Order: Approximately \$44,000 (fixed-price contract)

Grants

No grants were issued during the quarter.

X. UPCOMING ACTIVITIES OF INTEREST

DEVELOP INTERNAL PLANNING MECHANISMS: ADAM staff will focus on standardizing the internal processes, procedures, and strategies to evaluate and manage a project. The staff will focus on developing the following three tools: a) an ADAM project protocol outlining the types of information to be collected for each project, b) an ADAM project flow chart outlining all the steps from the development to implementation, and c) an Index of Organization Capacity to evaluate the stage of development of producer organizations and different associations potentially involved in ADAM projects.

MEETINGS:

Municipal-Level, Technical Committee Meetings

- Bucaramanga (Santander): April 6-7
- Medellin and Cauca (Antioquia): April 18-20

Field Visits to Assess Quick-Start Projects

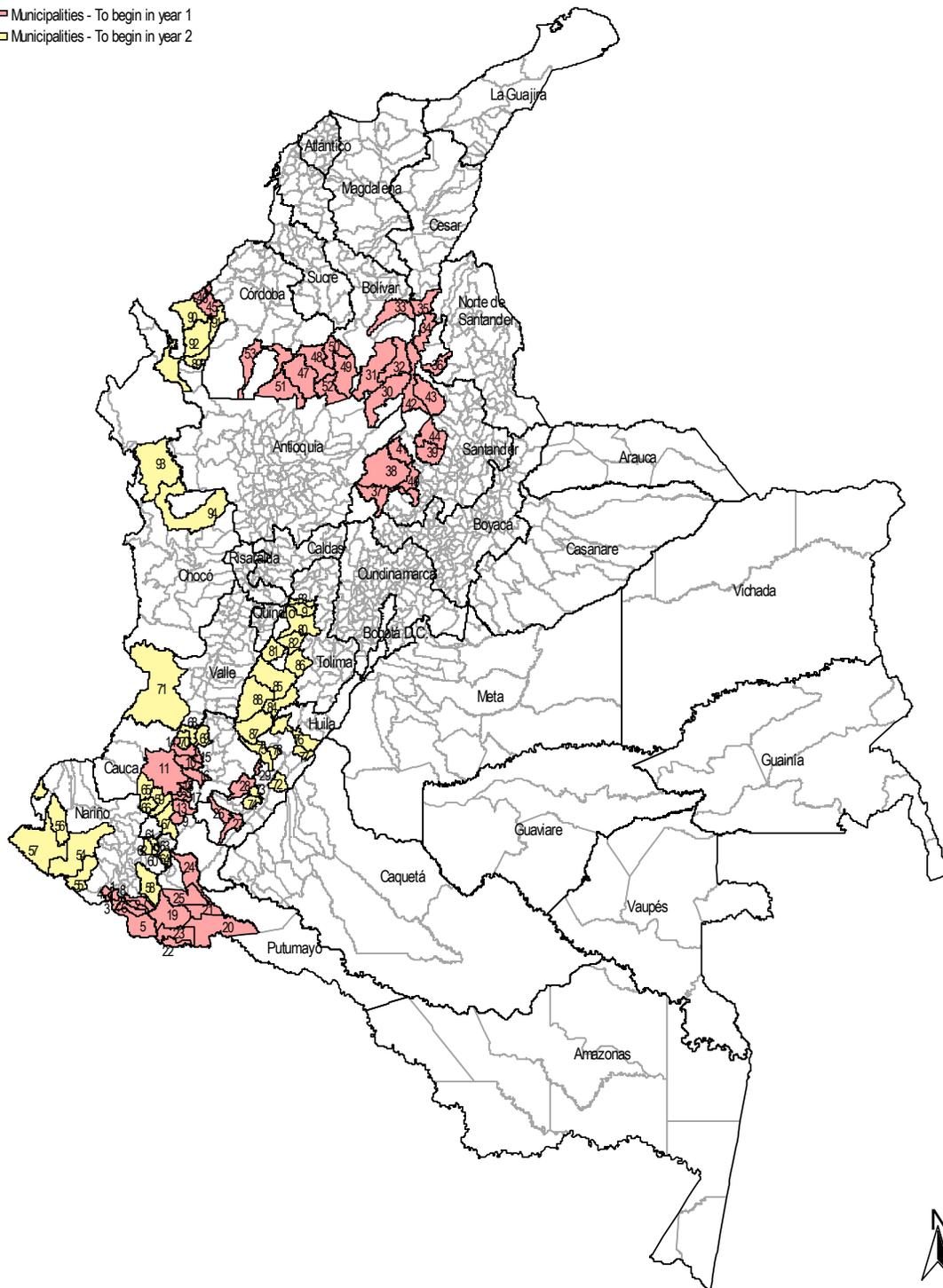
- Arboletes, San Juan de Urabá, and Nechí: April 24 –28
- Popayán: April 26-27
- Obando Province: May 8-12

Final Regional Roll-Out Presentation

- Valledupar (Cesar) - TBD

ANNEX A: 94 High-Priority ADAM Municipalities

- Municipalities - To begin in year 1
- Municipalities - To begin in year 2



Year	USAID Strategic Region	ADAM Sub-región	Department	Municipality	# on Map
PRIORITY MUNICIPALITIES FOR YEAR 1	Southwest Colombia	Epicentro Ipiales	Nariño	Aldana	1
			Nariño	Córdoba	2
			Nariño	Cuaspud	3
			Nariño	Guachucal	4
			Nariño	Ipiales	5
			Nariño	Potosí	6
			Nariño	Puerres	7
			Nariño	Pupiales	8
		Epicentro Popayán	Cauca	Almaguer	9
			Cauca	Cajibío	10
			Cauca	El Tambo	11
			Cauca	La Sierra	12
			Cauca	La vEga	13
			Cauca	Morales	14
			Cauca	Piendamó	15
			Cauca	Popayán	16
			Cauca	Rosas	17
			Cauca	Timbío	18
	Macizo / Putumayo	Epicentro Puerto Asís	Putumayo	Orito	19
			Putumayo	Puerto Asís	20
			Putumayo	Puerto Caicedo	21
			Putumayo	San Miguel	22
			Putumayo	Valle del Guamuez	23
		Epicentro Mocoa	Putumayo	Mocoa	24
			Putumayo	Vilagarzón	25
		Epicentro Pitalito	Huila	Isnos	26
			Huila	Pitalito	27
	Epicentro La Plata	Huila	La Plata	28	
		Huila	Nátaga	29	
	Magdalena Medio / Norte de Santander	Epicentro Bucaramanga	Bolívar	Rio Viejo	30
			Bolívar	San Pablo	31
			Bolívar	Santa Rosa	32
			Bolívar	Simití	33
			Cesar	Aguachica	34
			Cesar	La Gloria	35
			Cesar	San Alberto	36
			Santander	Bolívar	37
			Santander	Cimitarra	38
			Santander	El Carmen	39
			Santander	Landázuri	40
			Santander	Puerto Parra	41
			Santander	Puerto Wilches	42
			Santander	Sabana de Torres	43
			Santander	San Vicente de Chucurí	44
Urabá / Northwestern	Epicentro Apartadó	Antioquia	Arboletes	45	
		Antioquia	San Juan de Urabá	46	



Antioquia / Chocó	Epicentro Caucasia	Antioquia	Cáceres	47		
		Antioquia	Caucasia	48		
		Antioquia	El Bagre	49		
		Antioquia	Nechí	50		
		Antioquia	Tarazá	51		
		Antioquia	Zaragoza	52		
		Córdoba	Montelíbano	53		
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