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ADAM QUARTERLY PERFORMANCE MONITORING REPORT 11th Quarter: July – September 2008



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Cover Photo: Miguel Antonio Caicedo Mena School to which ADAM will fund COL \$500,000,000 with the co financing of COL\$250,000,000 from the alcaldía for the construction of seven classrooms, one bathroom, as well as, a recreative area, halls, water supply and sewage system.

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DISCLAIMER

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

PREFACE

“The municipality and the AfroColombian communities are fortunate to receive from USAID a participative, integral, coordinated cooperation which is respectful of our culture and territory...”

Neftali Correa Díaz
Mayor, Tumaco Municipality

Colombia is one of the world’s largest producers of illicit crops and exporter of drugs, mainly cocaine. This not only weakens the Colombian state and hurts Colombians, but also harms the rest of the world. Colombia has made important strides in halting the spread of narcotics-related activities, but it still has much to do. Plan Colombia has three end goals: (i) **order**, to enforce laws and penalize illegal activity; (ii) **opportunities**, to provide viable economic alternatives to illicit activities; and (iii) **governance**, to effectively respond to the needs of its citizens. The United States, via the U.S. Agency for International Development (USAID) has been a long-standing partner of the Government of Colombia in the promotion of alternative development (AD) that focuses on the latter two goals. AD responds to a key learning: people in isolated communities, with little or no state presence and limited economic options are more likely to cultivate illicit crops. The USAID-financed Municipal-Level Alternative Development (ADAM) Program funds activities that provide incentives for Colombian citizens—in some of the most marginalized areas of the country—to remain part of, or rejoin, a legal culture. This report presents the recent achievements of ADAM and how USAID’s innovative AD model can work in practice.

TABLE OF CONTENTS

I. OVERVIEW	1
A. AFROCOLOMBIAN AND INDIGENOUS COMMUNITIES IN ADAM	1
B. THE NUMBERS	3
II. ADAM MUNICIPAL INITIATIVES & ACTIVITIES	12
A. SOUTHWEST COLOMBIA REGION	13
B. MACIZO / PUTUMAYO REGION	23
C. MAGDALENA MEDIO REGION	35
D. URABÁ / NORTHWESTERN ANTIOQUIA REGION	39
ALTERNATIVE DEVELOPMENT	40
III. CROSS-CUTTING ACTIVITIES	44
A. FINANCIAL SERVICES	44
B. AGRIBUSINESS	45
C. INTER-INSTITUTIONAL COMMITTEES	52
D. OTHER INITIATIVES	56
IV. IDP ACTIVITIES	60
V. COMMUNICATIONS AND OUTREACH	65
VI. CONTRACTS AND GRANTS	69
VII. FINANCIAL REPORT	71
VIII. SECURITY OFFICE	73
ANNEX A: 71 ADAM MUNICIPALITIES	76
ANNEX B: ADAM DAIRY ACTIVITIES	77
ANNEX C: FINANCIAL INFORMATION ON 320 SIGNED ADAM INSTRUMENTS	80
ANNEX D: ADAM ARTICLES, & OTHER COMMUNICATIONS PRODUCTS	102

ACRONYMS AND ABBREVIATIONS

AD	Alternative Development
ADAM	Areas for Municipal-level Alternative Development <i>Áreas de Desarrollo Alternativo a Nivel Municipal</i>
APROCASUR	<i>Asociación de Productores de Cocoa del Sur de Bolívar</i>
ARD	ARD Inc.
APAC	<i>Asociación de Productores Agropecuarios del Cuembí</i>
ASOPACA	<i>Asociación de Productores Agropecuarios de Caicedo</i>
ASOPRAO	<i>Asociación de Productores Agropecuarios de Orito</i>
ASOPRAVG	<i>Asociación de Productores Agropecuarios del Valle del Guamuez</i>
ASPROAGES	<i>Asociación de Productores Agropecuarios de la Esperanza</i>
BIOANDES	Biodiversity Conservation in the Andes
CCI	<i>Corporación Colombia Internacional</i>
COMFAMILIAR	<i>Caja de Compensación Familiar del Putumayo</i>
CONFECOMUNAL	Confederación Nacional de Acción Comunal
COOAGROPAN	<i>Cooperativa de Productores Agropecuarios del Urabá Norte</i>
CPGA	<i>Centros Provinciales de Gestión Agroempresarial</i> Agribusiness Management Regional Centers
CSR	Corporate Social Responsibility
DANSOCIAL	Departamento Administrativo Nacional de Economía Solidaria
DIAN	<i>Departamento de Impuestos y Aduanas Nacionales</i>
DMS	<i>Programa Departamentos y Municipios Seguros</i>
DNP	National Planning Department <i>Departamento Nacional de Planeación</i>
ECAS	Farmer Field Schools <i>Escuelas Calificadas de Agricultura Sostenible</i>
ECOPETROL	<i>Empresa Colombiana de Petróleos</i>
ELN	<i>Ejército de Liberación Nacional</i> National Liberation Army
ESAP	<i>Escuela Superior de Administración Pública</i>
FAO	Food and Agriculture Organization
FARC	Colombian Revolutionary Armed Forces <i>Fuerzas Armadas Revolucionarias de Colombia</i>
FEDECAP	<i>Federación Departamental de Comunidades Afropurumayense de Putumayo</i>
FEDECOCOA	<i>Fondo Nacional del Cocoa</i>
FENACON	<i>Federación Nacional de Concejos Municipales</i>
FESCOL	<i>Fundación Friedrich Ebert de Colombia</i>
FINAGRO	<i>Fondo para el Financiamiento del Sector Agropecuario</i>
FRUPAT	<i>Frutas del Patía</i>
GIS	Geographic Information System
GoC	Government of Colombia
GPS	Global Positioning System
GTZ	<i>Gesellschaft für Technische Zusammenarbeit</i> German Agency for Technical Cooperation
ICO	<i>Índice de Capacidad Organizacional</i> Organizational Capacity Index
IDP	Internally Displaced Person
IDP2 Program	<i>Programa de Atención a Desplazados y Grupos Vulnerables,</i>

	PADF-IOM Alliance, formerly known as the PILAS Program
IGAC	<i>Instituto Geográfico Agustín Codazzi</i>
IICA	Inter-American Institute for Cooperation on Agriculture
	<i>Instituto Interamericano de Cooperación para la Agricultura</i>
INCODER	<i>Instituto Colombiano de Desarrollo Rural</i>
IQC	Indefinite Quantity Subcontracts
JAA	J.E. Austin & Associates
JICA	Japanese International Cooperation Agency
LG	Local Governance
MAVDT	Ministerio de Ambiente, Vivienda y Desarrollo Territorial
M&E	Monitoring & Evaluation
MIDAS	<i>Más Inversión para el Desarrollo Alternativo Sostenible</i>
MEHTD	Ministry of the Environment, Housing and Territorial Development
MERA	Monitoring, Evaluation, Reporting and Analysis
MMPDP	Magdalena Medio Peace and Development Program
MOU	Memorandum of Understanding
NDP	National Planning Department
	<i>Departamento Nacional de Planeación</i>
NDI	National Democratic Institute
NGO	Non-Governmental Organization
PADF	Pan American Development Foundation
PTAR	Sewage Water Treatment Plant
	<i>Planta de Tratamiento de Aguas Residuales</i>
Q9, Q10	Ninth Quarter, Tenth Quarter
RFA	Requests for Application
SAGAN	<i>Sociedad de Agricultores y Ganaderos de Nariño</i>
SENA	Servicio Nacional de Aprendizaje
SIF	Social Infrastructure Fund
SIMA	<i>Sistema de Información y Monitoreo ADAM</i>
SSPD	<i>Superintendencia de Servicios Públicos Domiciliarios</i>
TOR	Terms of Reference
TSG	The Services Group
UN	United Nations
UNDP	United Nations Development Program
UNICEF	The United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women
UNIOM	United Nations International Office for Migration
UNODC	United Nations Office on Drugs and Crime
UMATA	Unidad Municipal de Asistencia Técnica Agropecuaria
USAID	U.S. Agency for International Development

I. OVERVIEW

A. AFROCOLOMBIAN AND INDIGENOUS COMMUNITIES IN ADAM

ADAM's active participation in the Afro-indigenous earmark working committee during Q11 serves to highlight the ongoing importance within ADAM of Afro-Colombian and Indigenous communities. USAID has provided effective assistance to these communities for several years, and the ADAM model has proven an effective vehicle for continuing that assistance over the last almost three years.

Of the total population of Colombia, over 10% or more than 4.3 million people are of African descent. Indigenous populations are divided into 87 ethnic groups totaling over 1.4 million people. Both populations have high concentrations in areas of strategic importance to Colombia in terms of illicit economic activity including coca production, insecurity from presence of irregular armed groups, and potential for economic growth, and both populations have a history of isolation and exclusion from participation in mainstream economic, political, and social institutions. Municipalities where the population is predominantly Afro-Colombian or Indigenous are the ones with the highest rates of Unsatisfied Basic Needs, poverty, vulnerability, and environmental threats.

The regions in which Afro-Colombian and Indigenous populations play the greatest role within ADAM are Putumayo, Nariño, and Cauca. In all three regions ADAM actively supports the integrated development of these communities, and in Cauca and Nariño the importance of both Afro-Colombian and Indigenous populations has led to increased investment from USAID through funds provided under a Congressional earmark targeting just these communities. The extent of the challenge can be appreciated in the numbers. In Cauca there are 26 Indigenous *resguardos* and more than 110 Afro-Colombian communities. In Nariño there are 17 Indigenous *resguardos* and more than 361 Afro-Colombian communities.

The problem presented by ethnic groups that have been historically either ignored/abandoned or systematically marginalized from Colombian mainstream society is more than one of injustice but also has serious repercussions for security and reduction of illicit drug production and trade. The root of the problem in both cases is that these marginalized populations have had little participation in mainstream governance and have not felt a clear presence of either the national or departmental governments in many cases, and yet both groups have a unique sense of culture, tradition, customs, values, and territoriality that translate into a desire for autonomy at the same time as they also need to have greater inclusion within the Colombian agenda.

ADAM presents a uniquely appropriate model for balancing these conflicting needs for both inclusion and autonomy, and to date has been successful in working with these populations within a context of insecurity and illicit economic activity. The ADAM methodologies of *concertación* and participation have proven to be effective in creating an environment of respect and empowerment that opens the door to assistance at all levels. ADAM builds from the bottom up rather than the top down, and ADAM works with the communities to build together. These operational elements translate into respect for culture, customs, values, territory, and autonomy of decision making that creates the basis not only for successful implementation, but also for the institutional strengthening that underlies the ultimate goal of both communities. Failure to take into account fully the need for attention to the political and organizational dimension while addressing only the apparent poverty is always a short term solution that does not unify the community or strengthen the capacity for representation in governmental procedures, articulation of social and economic needs, and inclusion within Colombian society as equal but autonomous communities.

The USAID support to Afro-Colombian and Indigenous communities has always been a key element in opening up opportunities for these communities to unify and participate in national and

international dialogue. ADAM has continued that tradition and built upon it. Support to Amunafro, for example, and CNOA have created a national forum for Afro-Colombian communities. Support to the OZIP in Putumayo and the Pueblo de los Pastos in Nariño have helped move indigenous issues into mainstream departmental planning. Development of *reglamentos* for four *consejos comunitarios* in Tumaco, which are effectively the constitutions of these groups under Ley 70, has been a groundbreaking advance in bringing the Afro-Colombian cultural tradition and the Colombian legal framework into harmony. ADAM's support for the Shaquinan traditional agricultural system of *chagra* has led to its inclusion in the Nariño development plan along with the naming of a Shaquinan leader as Secretary of Agriculture. In Putumayo, Nariño, and Cauca Afro-Colombian and Indigenous leaders have received training from ADAM that has been instrumental in their progression into increasing levels of responsibility as Mayors and Counsel members. Now with the initiation of work under the Afro-Indigenous Earmark, ADAM is able to expand productive assistance in Nariño and Cauca using the ADAM model of combining traditional food security activities with commercial crops, and at the same time building on the successful work to date in empowerment of Afro-Colombian and Indigenous populations through the signature ADAM ways of working - of respect, listening, learning together, and building together.

B. THE NUMBERS

ADAM's eleventh quarter was a dynamic one. Several new activities started in all three components, especially in SIF and LG, and most indicators had a remarkable increase since the end of June, showing that the pace of implementation is running at full speed. The following chart shows the progress during the quarter as well as the achievement attained through September of 2008 in relationship to 2008 cumulative goals. ADAM has successfully accomplished or even exceeded its 2008 cumulative goals in five of the thirteen indicators (Social Organizations Strengthened; People Benefited by National Programs; Public Sector Funds Leveraged; Communities Signing Illicit Free Agreements; and Number of Families under Illicit-free Agreements) and is very close to the target in two other indicators (Families Benefited and Hectares of Licit Crops Supported).

The best performance was attained in the indicator, Number of People Benefited by National Programs. This important indicator that measures the increasing reach and depth of our assistance into people's lives, increased by 84% since the previous quarter, mainly through ADAM's support to the *Registraduría* in its ID campaign (*cedulación*) in rural areas. Another indicator that had an increase of over 50% during the quarter was the Number of Social Organizations Strengthened, explained principally by additional Community Action Boards (*JACs*) being supported by ADAM, as well as organizations and networks of vulnerable groups completing their institutional strengthening processes. The Number of Infrastructure Projects completed has now reached 66, spanning over 38 municipalities, and benefiting more than 10,200 families in a diverse array of sectors to improve productivity and welfare. These projects include health, education, agriculture, and community and social organization.

Table I: ADAM Progress toward Indicator Goals

Indicador	Achievement through Q10	Progress during Q11	Percentage increase during Q11	Achievement through Q11	Cumulative goal through 2008	Achievement of 2008 Cumulative Goal
Families Benefited	33,864	5,520	16%	39,384	40,540	97%
Hectares Free of Illicit Crops	203,769	29,688	15%	233,457	264,017	88%
Hectares of Licit Crops Supported	55,140	8,190	15%	63,329	69,993	90%
Social and Productive Infrastructure Projects Completed	57	9	16%	66	84	79%
Strengthened Municipalities	29	2	7%	31	48	65%
Social Organizations Strengthened	299	173	58%	472	415	114%
People Benefited by National Programs	10,306	8,689	84%	18,995	16,326	116%
Public Sector Funds Leveraged (US\$)	\$5,961,361	\$2,181,460	37%	\$8,142,821	\$6,713,501	121%
Private Sector Funds Leveraged (US\$)	54,587,900	\$9,992,240	18%	\$64,580,140	\$77,637,883	83%
Communities/Producer Associations Signing Illicit-Free Agreements	1,202	139	12%	1,341	952	141%
Families under Illicit-Free Agreements	90,339	9,745	11%	100,084	94,379	106%
Full Time Equivalent Jobs Created	25,921	1,530	6%	27,451	52,940	52%

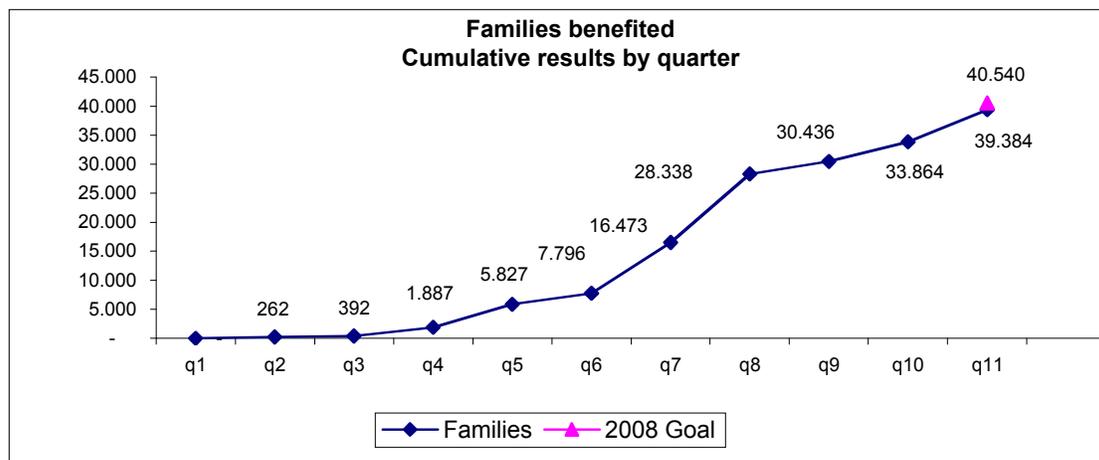
Indicador	Achievement through Q10	Progress during Q11	Percentage increase during Q11	Achievement through Q11	Cumulative goal through 2008	Achievement of 2008 Cumulative Goal
Sales or GMV of Licit Production (US\$)	\$32,723,910	12,164,350	37%	44,888,260	\$58,836,126	76%

A more detailed discussion of the performance in each of the key indicators is provided below.

I. Families Benefited

2008 Cumulative Goal	Achievement through Q11	Percentage increase since end of Q10	Achievement of 2008 cumulative goal
40,540	39,384	16%	97%

In Q11, ADAM experienced a 16% increase in the number of families benefited, mainly as a result of 21 new activities, 12 of SIF and 9 of AD. Through September of 2008, ADAM has benefited 39,384 families, achieving 97% of the 2008 cumulative goal. To date, 64% of the families benefited are linked to productive activities, 33% to infrastructure activities, while 3% are beneficiaries of both.



The geographic distribution of beneficiary families has changed slightly from the previous quarter: Cauca (27%), Huila (16%), Magdalena Medio (14%), Antioquia and Córdoba (12%), Putumayo (11%), Nariño (10%), Tolima (10%). More activities focus on the Afro-Colombian and indigenous populations and women led households. Sixty-four percent of family heads of households are men, while thirty-six percent are women. The majority of beneficiaries are *mestizo* (77.3%), followed by Indigenous (17.4%), and Afro-Colombian (5.2%). 4,132 displaced families are included in the total.

2. Hectares Free of Illicit Crops

2008 Cumulative Goal	Achievement through Q11	Percentage increase since end of Q10	Achievement of 2008 cumulative goal
264,017	233,457	15%	88%

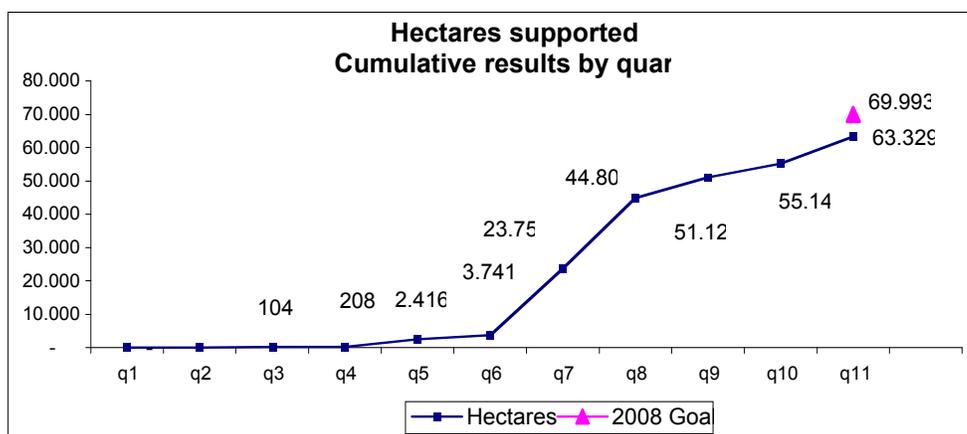
All beneficiaries sign illicit free agreements who commit to maintain their farms free of illicit crops. The performance of this indicator increased by 15% during the quarter. To date ADAM's beneficiary farms account for a total of 233,457 hectares free of illicit crops. Geographically, this indicator has not changed dramatically and shows a steady growth for all regions: Magdalena Medio

(34%); Antioquia and Córdoba (19%); Putumayo (12%); Tolima (12%); Huila (11%); Cauca (9%); and Nariño (3%).

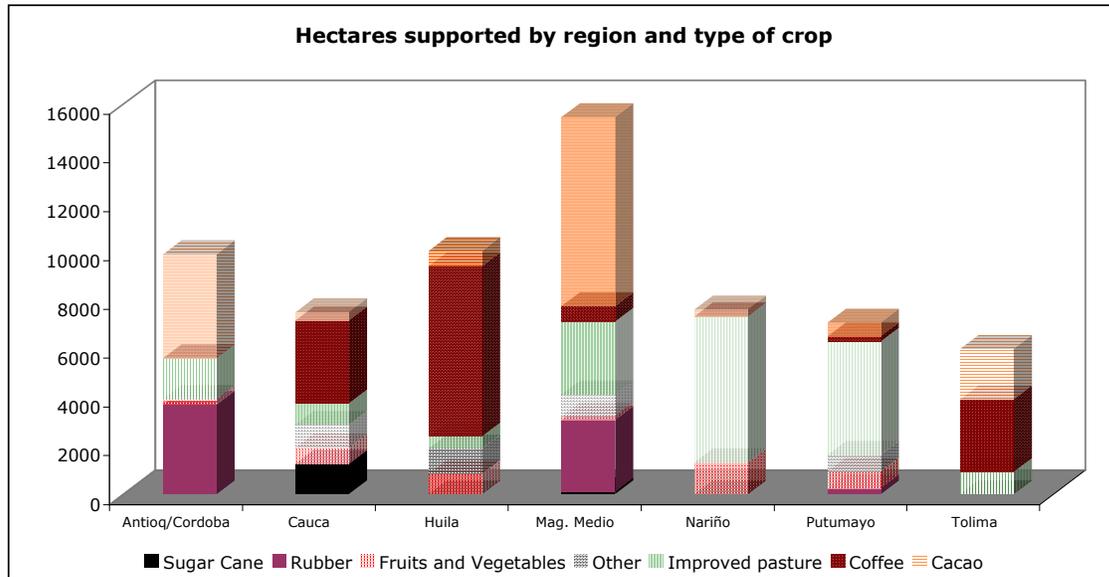
3. Hectares of Licit Crops Supported

2008 Cumulative Goal	Achievement through Q11	Percentage increase since end of Q10	Achievement of 2008 cumulative goal
69,993	63,329	15%	90%

Hectares of Licit Crops Supported continue to substantially rise as exhibited in the graph below. This quarter ADAM reached a total of 63,329 hectares supported, an achievement of 90% in relation to the 2008 Work Plan cumulative goal. ADAM signed up nine new activities this quarter. Regional distribution of Hectares Supported is as follows: Magdalena Medio (24%), Antioquia and Cordoba (16%), Huila (16%), Nariño (12%), Cauca (12%), Putumayo (11%), and Tolima (9%). Eighty percent of farms where licit hectares are being supported are located in regions traditionally influenced by coca crops, while 20% are located in areas at risk from poppy cultivation.



The graph below presents the breakdown of hectares supported by type of crop and region. Cacao and improved pasture are present in all 7 regions and together make up 53% of the total portfolio. Coffee is largest in Huila, Cauca and Tolima; while Rubber is present in Antioquia-Córdoba, Magdalena Medio and Putumayo. Miscellaneous activities include flowers, apiculture, fish-raising, aromatics, spices, wood, cuy raising, vanilla and silk production. Cauca and Magdalena Medio are the regions with the most diversified activities.

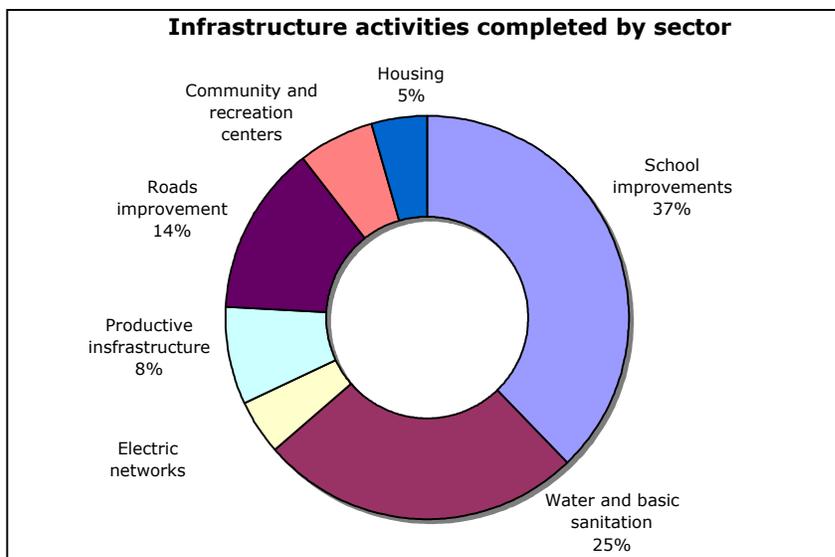


4. Social and Productive Infrastructure Projects Completed

2008 Cumulative Goal	Achievement through Q11	Percentage increase since end of Q10	Achievement of 2008 cumulative goal
84	66	16%	79%

ADAM has undertaken a total of 86 infrastructure activities to date, of which 66 have been completed as of the end of September 2008. Nine of these projects were completed during the eleventh quarter for a total accomplishment of 79% of the 2008 cumulative goal.

Of the 66 completed infrastructure activities to date, 32 are social infrastructure projects, 23 are infrastructure activities that benefit displaced communities, and 11 are productive infrastructure activities like milk storage plants. Distribution by specific sector is presented in the graph.



The 66 completed projects have benefited 10,298 families in the following departments and municipalities: Huila (Neiva, Pitalito, Isnos, La Plata, Nátaga, Rivera, El Pital, Tarquí), Cauca (Totoró, Patía, El Tambo, Popayán, Silvia, Caldoño), Putumayo (Mocoa, Puerto Caicedo, Villagarzón, Valle del Guamuez), Bolívar (San Pablo, Simití, Santa Rosa del Sur), Nariño (Iles,

Cuaspud, Potosí), Antioquia (Arboletes, Nechí, San Juan de Urabá, Zaragoza), Santander (El Carmen, Puerto Parra, San Vicente), Antioquia (El Bagre, Necoclí, Zaragoza, Arboletes, Nechí), and Tolima (Ibagué, Ortega).

5. Municipalities Strengthened

2008 Cumulative Goal	Achievement through Q11	Percentage increase since end of Q10	Achievement of 2008 cumulative goal
48	31	7%	65%

The number of municipalities strengthened is a key indicator that reflects the integrated nature and diverse type of support provided from ADAM's Local Governance Component to a given municipality. The idea is to support municipalities through a series of actions that improve the local administration's capacity to operate and respond to citizen's needs.

Consistent with the performance standard and contractual definition for an ADAM municipality to be counted as "strengthened", it must meet the following three criteria: (i) improved public services, (ii) enhanced fiscal capacity, and (iii) have, via ADAM assistance, improved municipal planning capacities¹. Completing this process takes concerted effort and time as three distinct areas are targeted, and significant coordination efforts with public officials need to take place. During the eleventh quarter, two additional municipalities in Tolima (Ataco and Ortega) completed this process, bringing the total to date to 31 municipalities strengthened. This represents a 65% achievement of the 2008 cumulative goal for this indicator.

For example, the municipality of La Plata in Huila, has received support from USAID to increase its performance in the delivery of public services to update its municipal cadastre, tax code and formulate its municipal budget (*Estatuto Orgánico de Presupuesto – EOP*), and to formulate the municipal development plan for the 2009-2011 period. The following table presents the 31 municipalities strengthened thus far:

Number of Municipalities Strengthened	
BOLIVAR	Santa Rosa, Simití
CAUCA	Cajibío, Caldono, El Tambo, La Sierra, La Vega, Morales, Patía, Piendamó, Rosas, Silvia
HUILA	Algeciras, Isnos, La Plata, Nátaga, Pitalito
NARIÑO	Aldana, Funes, Pupiales, Tumaco
PUTUMAYO	Puerto Asís, Puerto Caicedo, San Miguel, Valle del Gumauéz
TOLIMA	Ataco, Chaparral, Ortega, Plandas, Rioblanco, San Antonio

6. Social Organizations Strengthened

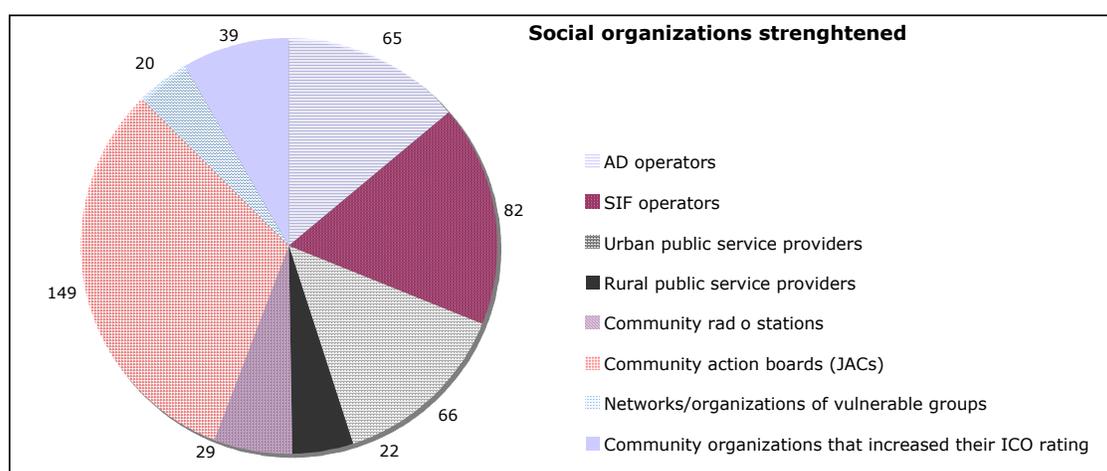
2008 Cumulative Goal	Achievement through Q11	Percentage increase since end of Q10	Achievement of 2008 cumulative goal
415	472	58%	114%

¹ ADAM's 2008 Performance and Monitoring Plan presents the complete definition for this indicator and for each of the three criteria.

The number of Social Organizations Strengthened presents a significant 58% increase since last quarter. This increase is due to increased emphasis of the project to build capacity. In this specific example, ADAM is concentrating its efforts in assisting a larger number of Community Action Boards (JACs), vulnerable groups and networks that completed their strengthening processes during this quarter. To date ADAM has strengthened a total of 472 social organizations accomplishing 114% of its 2008 goal.

This indicator captures the importance and high degree of institutional support that ADAM places on overall performance. ADAM supports a wide range of social organizations to build local capacity and enhance long term sustainability. Assistance varies depending on the type of organization. For example, producer organizations that are usually weak and recently created, receive a comprehensive series of business, financial, organizational and managerial training to improve overall capacities as well as legal compliance to their grants or contracts.

The various types of organizations that have been strengthened through ADAM's support are illustrated in the graph.



7. People Benefited by National Programs

2008 Cumulative Goal	Achievement through Q11	Percentage increase since end of Q10	Achievement of 2008 cumulative goal
16,326	18,995	84%	116%

The indicator, People Benefited by National Programs captures the close collaboration between ADAM's LG component and various ministries and national-level programs that aim to expand coverage of programs in areas such as literacy, education, family health, women political empowerment, democracy and municipal councils among other. This indicator had an incredible 84% increase since the previous quarter, now standing at 18,995 people benefited. Total achievement in the indicator exceeds the 2008 goal by 16%. Beneficiaries of the *Viernes de Concejal Alfabetización* and ID campaign programs, represent 87% of the total. The table below presents the distribution of beneficiaries by Program.

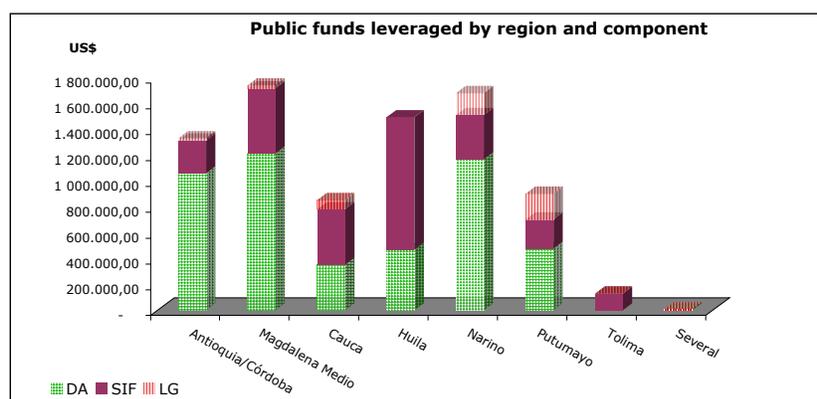
National Program	No. of people benefited	Percentage
Literacy (<i>Alfabetización</i>)	5,936	31%
ID Campaign (<i>Cedulación</i>)	3,925	21%
Culture certificate (<i>Diplomado Min. Cultura</i>)	4	0%

Family Educator (<i>Educador Familiar</i>)	687	4%
Reading (<i>El valor de la palabra</i>)	127	1%
Sports and democracy (<i>Juegos Campesinos</i>)	131	1%
Women political empowerment (<i>Más Mujeres Más Política</i>)	88	0%
Citizen participation and democracy	1.292	7%
Health Campaigns (<i>Salud Reproductiva y sexual</i>)	178	1%
Training in public administration for municipal council members (<i>Viernes del Concejal</i>)	6.628	35%
TOTAL	18.995	100%

8. Public Sector Funds Leveraged

2008 Cumulative Goal	Achievement through Q11	Percentage increase since end of Q10	Achievement of 2008 cumulative goal
US\$6,713,501	US\$8,142,821	37%	121%

ADAM has successfully met and even exceeded its 2008 cumulative goal for Public Sector Funds Leveraged, standing now at 121% achievement. These funds leveraged correspond to resources from public agents like municipalities, public-funded projects that are invested directly in ADAM's productive activities, local governance activities or social infrastructure projects as counterpart funding. During Q11, ADAM increased its public leveraging by 37%, reaching a cumulative total of \$8.1 million. Fifty-eight percent of the public funds leveraged correspond to AD activities, 36% to SIF activities and 6% to LG activities. The graph below shows the breakdown by region and component. Magdalena Medio, followed by Nariño are regions in which ADAM activities have leveraged the largest amount of public funds.



9. Private Sector Funds Leveraged

2008 Cumulative Goal	Achievement through Q11	Percentage increase since end of Q10	Achievement of 2008 cumulative goal
US\$77,637,883	US\$64,580,140	18%	83%

ADAM showed consistent strong growths in leveraging private funds to co finance its activities in all components. Private sources of funding include credit, local communities, producers, businesses and other private organizations. Private sector contributions to ADAM activities totaled US\$64,580,140

through September 2008, an 83% accomplishment as compared to the 2008 cumulative goal. It is important to highlight, that disbursements of credit sources into many of ADAM's productive activities have now began, after a somewhat slow start. This is important in the context of ADAM's small producer organizations and beneficiaries that encounter difficulties in getting bank credit approvals. The table below provides detailed information on the breakdown of the private funds leveraged at various levels.

Private funds leveraged		
Component	No. of activities	Amount leveraged US\$
AD	98	26.208.509
SIF	72	1.090.608
LG	16	481.023
TSG Microfinance	Cross-cutting	36.800.000
TOTAL		64.580.140

10. Number of Communities or Producer Organizations Signing Illicit Free Agreements

2008 Cumulative Goal	Achievement through Q11	Percentage increase since end of Q10	Achievement of 2008 cumulative goal
952	1,341	12%	141%

ADAM continued the process of Signing Illicit Free Agreements in the *veredas* where its productive nuclei are located. Usually any given productive activity may expand to an area averaging between 10 to 30 veredas, in some cases even more. Agreements are signed by the *Juntas de Acción Comunal (JAC)* and/or community representatives who commit to keep the area clean of illicit crops. An increase of 12% during the quarter brought the cumulative signed agreements to 1,341. The 2008 goal for this indicator was already met last quarter and is now reaching a 141% achievement. The table below illustrates the regional distribution of the agreements signed as well as the number of families under those agreements (corresponds to indicator No. 11 below). Cauca, followed by Magdalena Medio continues as the regions with the highest number of signed agreements.

Department	No. of agreements signed	No. of families under agreements
Cauca	327	29.534
Magdalena Medio	323	17.491
Huila	183	11.959
Antioquia/Córdoba	181	12.998
Tolima	156	8.547
Nariño	128	17.670
Putumayo	43	1.885
Total	1.341	100.084

11. Number of Families under Illicit-Free Agreements

2008 Cumulative Goal	Achievement through Q11	Percentage increase since end of Q10	Achievement of 2008 cumulative goal
94,379	100,084	11%	106%

The number of families under illicit crop free agreements is another indicator for which ADAM has surpassed its 2008 cumulative goal. The 11% increase during this quarter represents a total family count to date of 100,084 and a 106% cumulative achievement of original 2008 goal. The families correspond to those living in *veredas* where the *Junta de Acción Comunal* or community representatives signed the illicit-free agreements referred to in the previous indicator.

12. Full Time Equivalent Jobs Created

2008 Cumulative Goal	Achievement through Q11	Percentage increase since end of Q10	Achievement of 2008 cumulative goal
52,940	27,451	6%	52%

The count for full time equivalent jobs continues increasing at a low pace, an increment of 6% during Q11. Total achievement is standing at 52% of the 2008 cumulative goal. It takes 176 workdays to account for 1 full time equivalent job (FTEJ) in the agriculture sector, and 260 workdays to account for 1 FTE in the non-agricultural sector. Although this definition for the indicator is rigid, ADAM plans to meet or exceed the year's goal by accelerating performance and approving around 40 new activities in Quarter 12. Of the total full-time equivalent jobs created, 97.5 percent of these jobs are linked to productive activities, while 2.5% corresponds to non-agricultural jobs created through infrastructure activities.

13. Sales or GMV of Licit Production through AD

2008 Cumulative Goal	Achievement through Q11	Percentage increase since end of Q10	Achievement of 2008 cumulative goal
US\$58,836,126	\$44,888,260	37%	76%

As in previous quarters, ADAM continues to perform very well in the indicator, Sales or Gross Market Values (GMV) of licit crops, which increased 37% since the end of June. The total sales or GMV has now reached US\$44,888,260, equivalent to 76% of the 2008 cumulative goal. Currently, a total of 75 productive activities in seven departments have reported sales, 10 activities more than in the previous quarter. The table below presents the sales breakdown by type of product and region. Coffee remains as the main product with 58.5% of the total sales, followed by milk with 21.2%. Given that coffee is predominant in Huila's portfolio, this department alone accounts for 58% of total sales, followed by Nariño with 19%.

Sales or GMV of Licit Production by Region and Type of Product (US\$)									
	Antioquia/Córdoba	Magdalena Medio	Cauca	Huila	Nariño	Putumayo	Tolima	Total sales by type of crop	% by crop
Fruits	11 346	651 284	96 063	786 925	92 378	1 301	0	1 639 297	3,7%
Coffee	0	109 249	1 199 206	24 956 661	0	0	0	26 265 116	58,5%
Cacao	4 153	3 076 633	2 146	0	75 136	0	103 685	3 261 755	7,3%
Security Crops	720 156	180 356	24 546	295 013	0	0	0	1 220 071	2,7%
Milk	857 266	323 249	108 965	0	8 223 348	0	0	9 512 829	21,2%
Panela	0	249 556	693 537	846	0	0	0	943 939	2,1%
Other	46 972	111 872	563 034	60 771	120 073	1 142 534	0	2 045 256	4,6%
Total sales by region	1 639 894	4 702 200	2 687 499	26 100 216	8 510 935	1 143 835	103 685	44 888 264	
% Region	3,7%	10,5%	6,0%	58,1%	19,0%	2,5%	0,2%		

II. ADAM MUNICIPAL INITIATIVES & ACTIVITIES

This chapter offers information and analysis on activities underway in ADAM's 71 municipalities during Q11. It is organized by department, divided across USAID's four strategic regions. These are:

1. **Southwest Colombia** (Nariño, Cauca, and Valle de Cauca),
2. **Macizo/Putumayo** (northern Putumayo, Huila, and Tolima),
3. **Magdalena Medio** (parts of Santander, Bolívar, and Cesar), and
4. **Urabá/Northwestern Antioquia** (which includes the Bajo Cauca sub-region, most of Urabá, Cordoba, portions of northwestern Antioquia).

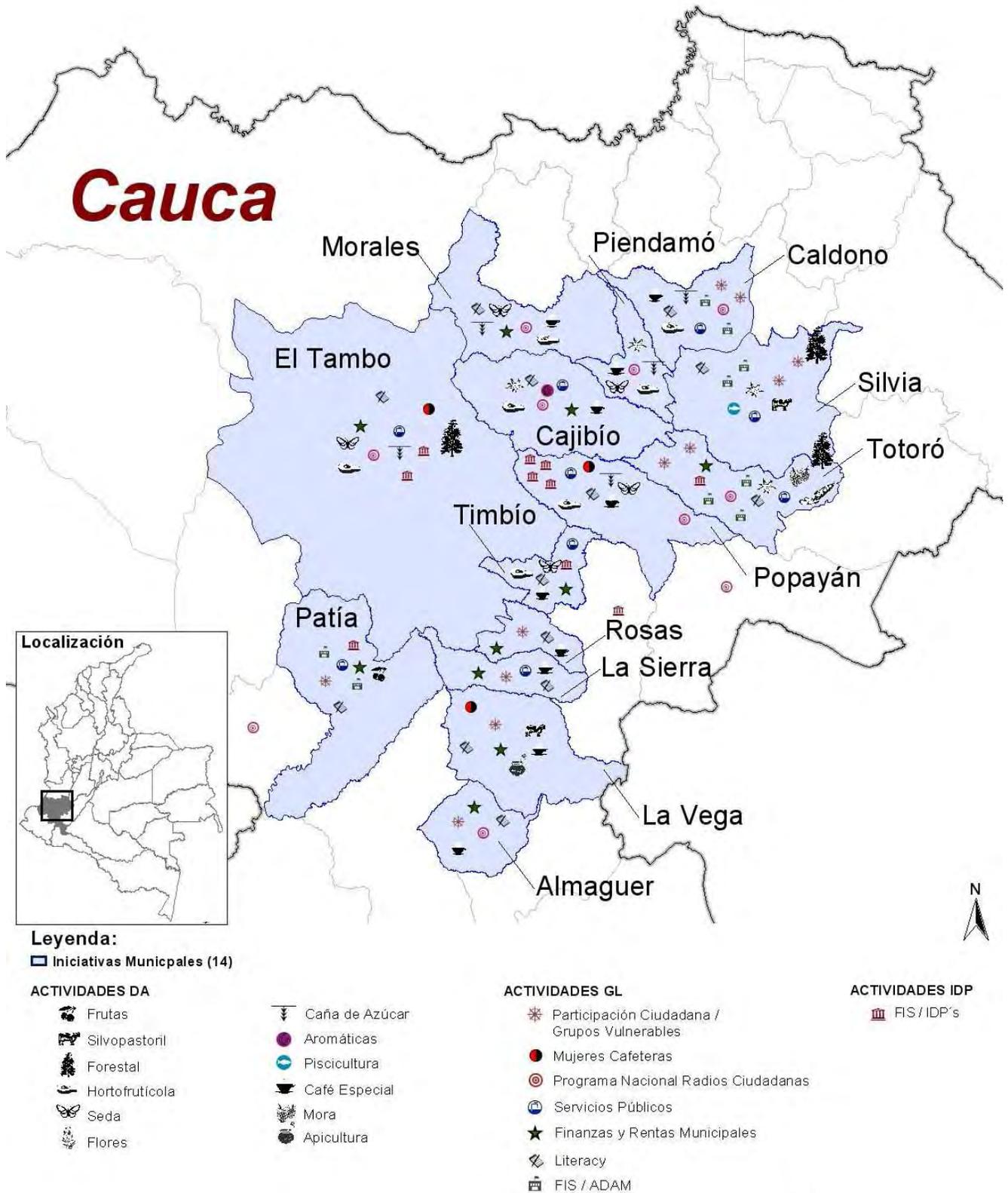
ADAM has seven regional offices across these four regions: Pasto, Nariño and Popayán, Cauca in the first region; Puerto Asís, Putumayo; Ibagué, Tolima; and Neiva, Huila in the second region, and Bucaramanga, Santander and Cauca, Antioquia in the third and fourth regions, respectively. ADAM has established a decentralized operational structure. Regional staff leads program implementation, manages regional and local institutional relationships, and works directly with program stakeholders in the field. With 71 Municipal Initiatives finalized and dozens of activities underway, the regional offices ensure that activities—many undertaken by local operators—are being properly implemented in order to meet their goals.

The sections that follow provide a summary of progress to date by each ADAM regional office. Each regional section begins with a map that indicates the location of all ADAM activities in implementation. Text describing the activities and progress of each regional office follows, including a table summarizing each office's progress towards key indicator goals (including projects currently implemented and those in the pipeline). The key indicators are: families benefited, hectares supported, municipalities strengthened, sales generated, jobs created, and infrastructure activities completed.

Given the impossibility of including comprehensive descriptions of all activities undertaken in this document, the accompanying text highlights notable achievements during the quarter, as well as identifying any outstanding challenges. Annex C provides detailed financial information, including the total cost, amount obligated, and amount committed on each ADAM activity.

A. SOUTHWEST COLOMBIA REGION

Map 1: Cauca -- ADAM Municipal Initiatives and Activities in Implementation



CAUCA Regional Office

Overview

During the third quarter of 2008 the Cauca Regional Office began to provide assistance to the Office of the Governor directed toward strengthening departmental revenue and the establishment and consolidation of a women's network in the department. The Standard Internal Control Model (MECI by its acronym in Spanish) is being implemented in five municipalities as an innovative management tool to allow local governments to effectively and efficiently fulfill their mission and responsibilities. In the indigenous communities located in Silvia, Caldono and Totoró, progress was made on the communications project that seeks to strengthen institutional and social empowerment processes. During Q11 the activities to strengthen indigenous youth organizations were completed.

In Alternative Development, four productive activities began -- two silviculture activities, plus a bee-keeping and cacao project. Two other activities were approved and are now in the process of being legalized -- a tomato and *lulo* projects in the Macizo sub-region. Implementation has continued on 26 existing projects. Some highlights during this quarter include progress made in the land use and investment component, which will help ensure that the direct beneficiaries and their organizations have sufficient productive capacity. Progress was also made in strengthening the organizational, administrative, financial and commercial structures of producer organizations, as well as in establishing business alliances to ensure markets for products and improve the incomes.

In terms of social infrastructure, work continued on the construction of facilities for displaced people in Popayan and six activities are currently in the formulation stage. The IDP initiative to improve hospital facilities at El Tambo, also began.

Table 2: Current status of Key Indicator Results in Cauca

Indicator	Results as of 2007	Target 2006 - 2008	Results as of Q11	Percent of Target for 2006 - 2008 (%)
Families benefited	7,780	11,326	10,591	94%
Hectares supported	4,688	8,936	7,466	84%
Municipalities strengthened	7	10	10	100%
Sales generated (US\$)	\$194,996	\$3,522,610	2,687,499	76%
Jobs created	3,809	9,499	5,732	50%
Infrastructure activities completed	9	16	15	94%

Alternative Development

Silviculture (Totoró): In August the 2nd phase of business, financial and managerial strengthening of the company Forestal Cauca S.A., began. To date, work plans have been drafted for the appointment of the general manager approved and member councils have agreed to provide matching funds. In addition, collections efforts on accounts payable were successful, generating funds to partly cover payroll expenses (for administration and security).

Specialty coffee: Coffee drying facilities were upgraded and built and plantations rehabilitated. Follow-up work continues on crop improvement and management planning in order to implement the specialty coffee certification process. Training was delivered on fertilization, pruning, organic fertilizers and other appropriate husbandry methods to improve yields.

Agro-forestry arrangement - Cocoa: In El Tambo, nurseries were built at three production centers. Cocoa clones that have demonstrated good yield were planted. In Patía, validation and monitoring activities (establishing baselines of beneficiaries) began.

Sugar cane for Panela: Activities focused on technical assistance for the diagnosis and preparation of action plans for investment in unrefined sugar extraction facilities according to Technical Standard 779. High yielding varieties were established in order to improve quality and yield. Environmental training process was undertaken on soil management, food handling and the use of sugar cane chaff as fuel for home ovens.

Blackberry - beans: These two crops have been planted as an intercrop and 40% of the blackberry crop has now flowered. Having accomplished the initial project targets an additional budget allocation has been requested for technical and business strengthening for both activities.

Horticulture-fruit (CCI): 46 hectares of avocado and 30 hectares of blackberry were established. 30 tomato greenhouses were installed and sales began of 120 tons of tomato. The organization “Unión Temporal Horticauca”, which groups 5 producer organizations, was established in order to market the tomatoes. Training was provided on forecasting production, commercialization (blackberry and tomatoes) and producers participated in business negotiation roundtables. The tomato and avocado beneficiaries received training on Good Agricultural Practices and appropriate fertilization.

Vegetables and Herbs: In Cajibío, 0.8 hectares were established with nine species of vegetables and herbs. With the first vegetable crop (1,200 kilos), a sales exercise, focused on Cali and Popayan, took place. A seed nursery was built. The production and business activities are both behind schedule, and 24 families have yet to be identified. In Totoró, the completion rate of greenhouse construction, crop planting and installation of sprinkling systems is 55%. Technical assistance has been provided with support from ICA, SENA and the University of Cauca. Farmers also received training on agro-environmental management and pest and disease control.

Flowers (Piendamó): 1,000 cuttings produced in-vitro were planted. A greenhouse was built for the reproduction center and the floor of the post-harvest processing area was prepared for the installation of a refrigerated facility.

Silviculture: In Silvia, 80% of the activities in pasture improvement, food safety and waste water systems are complete. The producer cooperative is currently being restructured. In La Vega, various productive activities began with the training and hiring of staff. New project profiles and designs were prepared in an attempt to attract additional co-financing from *Acción Social* or other donors.

Fish Farming (Silvia): In Q11, emphasis was placed on solving the technical specifications for building the fish processing center. Progress was made on commercialization, with APROPESCA selling COP \$105,000,000 worth of trout. Progress has been made in requesting sanitary certification with INVIMA and the definition of a new branding and corporate image.

Apiculture (La Vega): This production activity was socialized and staff was hired. The VEGACOOB Apiculture Committee was established. Land has been prepared for the establishment of bee hives and reforestation.

Strengthening of the silk handicrafts chain (regional): Construction materials to build production sheds were delivered, progress was made on product diversification, and equipment prototypes were developed as a part of the production and cost reduction strategy. New markets and buyers were identified.

Food Safety: Progress was made in identifying and prioritizing investment (breeding stock, seeds and tools). 76% of the beneficiary families are now registered.

In general, progress was made on consolidating a regional alliance for commercialization of unrefined sugar (*panela*) and in the design and implementation of an internal control system in order to attain organic coffee certification. The focus of the commercial strategy was on market-survey tours to

identify potential clients for blackberries, *panela* and vegetables. Workshops were held on designing marketing action plans for sugar cane, blackberry and dairy products. For all activities that have been in implementation for over one year, evaluations were undertaken in order to identify progress and to make adjustments where necessary.

Productive Ethnic Territories Program (TEP by its acronym in Spanish): Progress was made in the consensus-building process with municipal administrations from the North of the department (Santander de Quilichao, Suárez and Buenos Aires) and the Patía region (El Tambo, Patía, Bolívar, Mercaderes and Balboa), the community councils and the farmer cooperatives, to decide on the allocation of the Program’s resources. Specialty coffee and *panela* were prioritized in the North, and cocoa and livestock in the Patía region. Progress was made on the formulation of projects and the project implementers were selected for the Northern area: ASOPANELA for sugar cane and the Departmental Coffee Growers Committee for coffee.

Local Governance

Municipal finance: The activity to assist the municipal administrations of Timbío, Totoró, El Tambo, Morales, Cajibío, Rosas, La Sierra, La Vega and Almaguer on government spending, tax and budget issues began. Technical assistance to strengthen the finances of the Department of Cauca also started during this quarter.

Public services: Activities to strengthen the management of the rural water providers in the municipalities of Timbío, El Tambo, Cajibío and Popayán was initiated via training and technical assistance on business management, cost control and rural plumbing and maintenance. Additionally, assistance was provided on the process of establishing the organization *Acueducto, Alcantarillado y Aseo* in the town center of Cajibío.

Municipal Councils: Assistance continued to be provided for “*Viernes de Concejal*” in the form of three training sessions on with the participation of councilmen from the 42 municipalities.

Institutional Development: The Citizen Radio activities continued and the MECI, to assist five municipalities in implementing the new efficient systems of communication and outreach in a timely manner, also began.

Municipal planning: Assistance continued to be provided to better articulate municipal development plans with the life plans of indigenous communities in Caldono, Silvia and Totoró. Focus was placed on execution of funds and the establishment of indicators for monitoring development plans.



Chilean wine and Pitayó cheese in Cauca

Contacts with representatives of the *Chile Emprende* Program, Chilean companies, Expoferias officials, food product distributors and the general public became a reality for the Indigenous Cooperative Multiactiva de Pitayó (Coopitayó) during their recent participation at the 6th Gastronomic Festival of Popayán. At the event, the cooperative gathered marketing and export information and signed a Colombo-Chilean agreement to establish gourmet products that would include cheese produced by the cooperative. Coopitayó is receiving ADAM funds (COL\$715,248,213) for the implementation of a forestry ranching program and to improve dairy processing activities with assistance from the municipality of Silvia, Corporación Regional del Cauca and the Pitayó Indigenous Council.

Citizens' participation and vulnerable groups: The administrative and organizational strengthening of 17 indigenous councils and two youth organizations in Caldono, Silvia and Totoró was completed. The indigenous councils improved their administrative capability in the use of government resources and the youth organizations strengthened their committees at the regional level. In the Macizo area, an experience-sharing event was held with youth groups from other regions of the country in order to make contacts at the national level and promote greater youth participation. As to strengthening of the Afro-Patía community councils, assistance was provided for their formal establishment and the improvement of their administrative capabilities. The coffee-grower women's organizations carried out activities to join the Coffee Grower Women's Network, which will provide greater marketing and social welfare possibilities. Work also begun on assisting the community communications activities in the municipalities of Silvia, Caldono and Totoró,

Infrastructure

Two IDP activities in Popayán were completed: (i) a water system and a special center for displaced populations and (ii) additional works – due to cost savings - are being undertaken in the water and sewage system in the Lomas de Comfacauca housing project. Five SIF activities (in the municipalities of El Tambo, Almaguer, La Vega, Piendamó and Cajibío) and three IDP activities (in Santander de Quilichao, Patía and Popayán) are currently in the process of being approved. Three SIF activities (Timbío, Rosas and Morales) and three IDP activities (Timbío, Patía and Cajibío) are in the formulation stage. Additionally, assistance was provided to build productive facilities for three fish farming activities in Silvia and Morales.

NARIÑO Regional Office

Overview

During Q11, six Alternative Development productive activities were in full implementation with 3,362 families on 7,585 hectares (silviculture systems, horticulture and fruit, guinea pig production, cacao and coconut). The Local Governance component worked on six activities and two IDP infrastructure projects in the municipalities of Tumaco and Pasto. The Juan Pablo II housing project for displaced and vulnerable people was completed with the construction of water and sewage systems, benefiting 203 families. Two projects for the construction of classrooms and workshops for municipal education institutes (Ciudadela de la Paz and Ciudadela de Pasto) are currently being reviewed in Bogotá. The SIF project in the municipality of Tablón de Gómez is under review in Nariño. The following five activities were completed during the quarter: participation for vulnerable groups (Los Pastos Indigenous Community); work with youth from the region of Obando; participative planning; strengthening of public services (waste water treatment and water systems for the community councils of the Chagüi, Mejicano and Rosario river systems in the municipality of Tumaco); and assistance for *Piangüera* women. Contracts are being drafted for the construction of milk processing centers in the municipalities of Cumbal and Aldana. Similar projects are being formulated for the municipalities of Ipiales, Guachucal and Contadero.

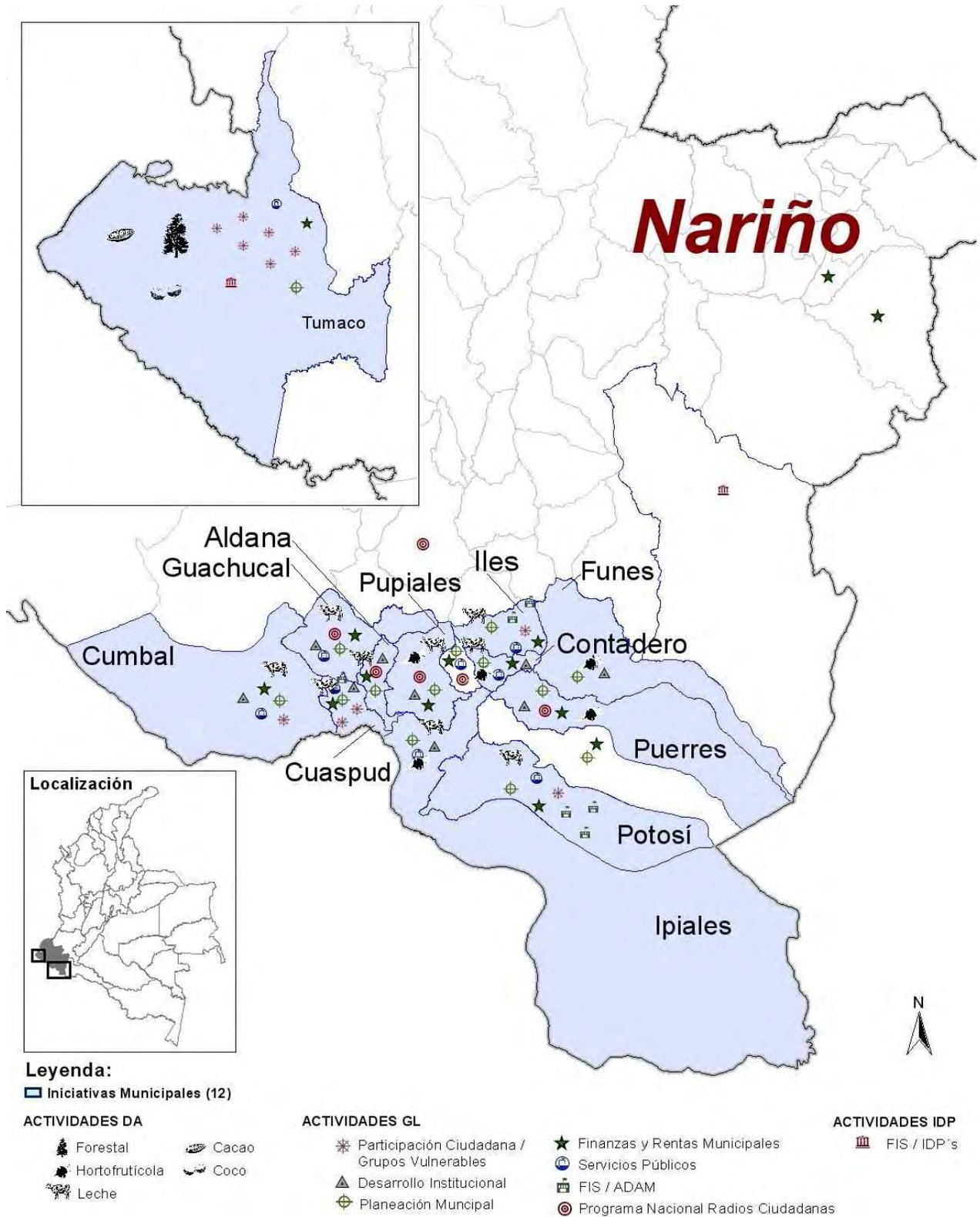
Table 3: Current status of Key Indicators Results in Nariño

Indicator	Results as of 2007	Target 2006 - 2008	Results as of Q11	Percent of target for 2006 - 2008 (%)
Families benefited	3,512	4,939	4,155	84%
Hectares supported	7,334	11,926	7,585	64%
Municipalities strengthened	2	9	4	44%
Sales generated (US\$)	\$2,548,463	\$11,104,942	8,510,935	77%
Jobs	2,460	6,297	2,797	44%
Completed infrastructure activities	4	8	6	75%

Alternative Development/looking ahead.

The following are the main Alternative Development challenges for the next quarter: planting the vegetables and fruits of the horticulture and fruit orchard activity according to the technical recommendations and according to the demand and buyer specifications identified by the commercial component. In the Productive Ethnic Territories Project (TEP by its acronym in Spanish) we expect to conclude project modifications and to obtain approval for the activities to be carried out in the hillside coastal area and the cove of Tumaco. In the municipalities of Tablón de Gómez and San José de Alban, the objective is to obtain approval for the initiatives that have been presented and to begin implementation. In FIS/IDP, the intention is to finish the construction of the water and sewer network at the urbanization Imbilí I and II in the municipality of Tumaco and complete the formulation and begin construction of the multi-purpose sports facilities at the Chagüi and Rosario rivers. Also, construction will begin on the three milk collection and refrigeration centers in the municipalities of Cumbal and Aldana. Additionally, approval is expected in order to begin work at the educational centers of La Paz and Pasto in the municipality of Pasto. In Local Governance, assistance will begin on the participation sub-component, as part of the second stage of the strengthening of the Indigenous Community of Los Pastos and the Junior Councils of the Inga people at the Aponte reservation. Assistance will also be provided for public policies on youth and follow-up on the proposals of the municipalities of the coastal foothill areas related to assistance for the Community Action Boards (*Juntas de Acción Comunal*) and peasant and Indigenous women.

Map 2: Nariño -- ADAM Municipal Initiatives and Activities in Implementation



Alternative Development

Silvipastoral Activity (Cuaspud, Iles and Potosi): The second implementation phase of these projects has been underway for six months. During Q11 the activities focused on technical assistance, training and cash flow and credit planning. To date, four operational committee meetings have been held. The business component made adjustments to the strengthening and sustainability strategy that had been formulated for each of the participating organizations.

Silvipastoral Activity (Aldana, Cumbal, El Contadero, Guachucal and Ipiiales): These activities have matured and management acumen is progressing. The highlights for this quarter include the planting of improved grasses in 95% of the area, installation of electric fences in 100% and progress in planting trees to consolidate the silviculture system. This activity, which ends on November 1st, is almost complete. The business component is executing the strategy to strengthen farmer cooperatives and substantial progress has been made (improved inter-institutional relationships, commercial efforts to provide services to members, appreciation of the need to have qualified staff to handle accounting, and an increase in working capital thanks to the events that have been promoted). As regards human capital development, the organizations have experienced qualitative progress. The role of the oversight committees, which perform monitoring, evaluation and supervision on daily activities, should be emphasized.

Silvipastoral Activity (Pupiales): Seventy per cent of the project's land in this area was planted with Brazilian grass and 100% of the trees planned for the forestry ranching systems have been purchased. The quality of milk has improved substantially thanks to the implementation of good milking practices. Mastitis has reduced significantly. The business component continues to implement its strategy and has managed to create ASOPROLECHE, whose members are willing to carry on the strengthening effort. This is an important signal of "ownership" of the processes and their own development. The oversight committee has shown significant commitment to the process.

Guinea Pig Production Activity: In the past three months, two operational committees have been held and 90% of the facilities have been built. The producer associations, AMPROCUY and SUPERCUY, now have a clearer sense of mission. The oversight committees now hold monthly meetings and have become a focal point for community participation.

Horticulture and Fruit Activity (Contadero, Puerres, Funes, Ipiiales and Pupiales): In Q11 the baseline for the 888 farmers included in the activity was established; the technical team was trained on the farmer field school (ECA by its acronym in Spanish) methodology, and several technical training sessions were held. Additionally, the materials to build the facilities to manage chemical residues were purchased and delivered, and a contract was made to produce the planting material required to begin production. The process of



More Milk in Nariño

The *Brazilian grass* pastures planted for the forestry ranching activity implemented by USAID's ADAM Program with 150 small farmers in the municipality of Pupiales are yielding excellent results. The use of this variety has substantially increased the load capacity of the pastures from one head of cattle per hectare to five and increased milk production by two additional liters per cow. This practice has made the farms of the producers from six *veredas* of the municipality more profitable and has led to higher income for the owners. The activity, which generates 101 full-time jobs is being implemented on 113 hectares with an ADAM investment of COL\$555,585,724. To date, sales have totaled COL\$339,791,341.

strengthening the farmer groups and irrigation districts began, and a technical tour was made to the coffee-growing region to confirm lessons learned and best practices that could be applied in Nariño. Possible seed suppliers were also identified. The first operational committee was held in which representatives from municipal administrations and oversight committees from five municipalities took part. The ICO methodology was applied to *Asociación Biofruitnapoli* in the municipality of Pupiales and the oversight committees was established.

ADAM – MONTE BRAVO Activity: Individual and collective illicit free agreements were signed with beneficiaries from the community councils of the Rosario and Chagüí rivers. In the cacao rehabilitation and planting activities, 20 hectares were established. Progress was made on establishing 31.5 hectares of coconut and three field training days were held on grafting, rehabilitation pruning and nursery management. Progress was made on confirming the results on the alternative forestry-uses consulting project performed by FUNDAMINGA.

In the area of credit, work began on the preparation of the documents required to enable each of the beneficiaries in the productive projects to gain access to the Rural Capitalization Incentive (ICR by its acronym in Spanish). During this quarter, 53 loans were approved, 50 of which were disbursed for a total value to date of COP \$338,797,681.

In the Forestry component, ASFORME generated 166 work days for its members during August and September.

Other coordination activities in Tumaco: During Q11 progress was made in building a consensus with RECOMPAS and six of its 14 member community councils, on the identification and formulation of cocoa and coconut rehabilitation projects in the framework of the TEP strategy. An inter-institutional strategic alliance was entered into between the Office of the Mayor of Tumaco and the ADAM Program, with the objective of establishing commitments on certain project activities.

Other activities of the Regional Office: During this quarter, initiatives in San José de Alban and Tablón de Gómez were formulated and presented, including production and LG activities. Additionally, a review of the coffee activity was undertaken. Lastly, assistance was provided on the formulation of the silvopastoral activity in the municipalities of La Cruz and Tablón de Gómez.

Local Governance

Participation – Strengthening of the community councils in Tumaco: Work is underway on drafting the internal by-laws of the community councils of the Chagüí, Mejicano, Rosario and Bajo Mira rivers and Frontera, with a particular focus on the sustainable management of natural resources.

Assistance to national-level programs: Assistance is being provided on the implementation of the program “Family Education and Assistance to Children and Families of ICBF” to enable children and their families to exercise their rights, in the municipalities of Aldana, Contadero, Cumbal, Guachucal, Funes, Ipiales, Puerres and Pupiales. ADAM assists in broadening the coverage of this program to ADAM beneficiaries and on achieving the goals of ICBF in terms of a reduction in intra-family violence in the Southern Nariño. It has assisted 700 families to date.

Indigenous women: ADAM technical training and assistance was coordinated with Corporación El Río to support the Public Policy on Indigenous Women in the municipalities of Cumbal and Aldana with the reservations at Cumbal, Chiles and Pastas. A productivity-enhancing work plan was agreed upon with the office of the Governor of Nariño and supported by the municipal administration, for specific women groups in the community of Los Pastos.

Municipal finance and laws: Technical assistance and training activities to strengthen municipal finance continue to be coordinated with the ADAM municipalities in Nariño guided by the action plan prepared last year and approved by the Office of the Governor. Training events on the 2009 budget preparation process were held in a series of workshops.

Public services: A work plan was coordinated for the strengthening of the rural water companies in the municipalities of Cumbal, Guachucal, Ipiales and Cuaspud, and an agreement was reached on the water systems to be improved. This activity is being performed in coordination with the municipal administration in order to ensure its sustainability.

Viernes de Concejal: Assistance continues to be provided for the councilmen training events in the department in seven central locations: Pasto, Ipiales, Túquerres, Sibundoy, Sandoña, San Pablo and Remolino. The results obtained have strengthened the planning and priority setting processes by providing the councilmen tools to better perform their duties as community representatives.

Infrastructure

Low-income housing for displaced, vulnerable and at-risk populations in the municipality of Pasto-Juan Pablo II: The work on the water and sewage systems were fully completed for the 203 housing solutions. This includes main lines and connections to the households. With the resources saved thanks to the FIS methodology, additional works were performed such as walls to stabilize and protect facilities that are exposed to possible damages. The activity was completed and is in the process of being closed.

Construction of aqueduct and sewer networks at the rural housing project for displaced population Imbí I and II in the municipality of Tumaco: Agreement was reached on July 25th and construction began on design of, excavations and installation of sewer pipelines. Thanks to efforts of the Infrastructure Department, funds of *Acción Social* were obtained for improving the urban road systems. An important oversight committee was also established.

Construction of the multi-purpose sports facilities at the Chagüí and Rosario rivers: Cost surveys were performed in the area and a first budget estimate was drawn up. A visit was made to the rural districts of Mercedes and Palambí on the Chagüí River, in order to provide guidance to the community on the selection of the most appropriate land for construction.

Construction of classrooms and workshops for the municipal educational institutes at Ciudadela de la Paz and Ciudadela de Pasto: The projects were designed and delivered by the municipal administration with assistance from the Regional FIS team; they are currently under review in Bogotá. Guidance was provided to the project implementers on the required documentation to manage the funds, and the *Acción Social* certifications on displaced families were obtained.

Social infrastructure projects in the municipality of Tablón de Gómez: Two projects presented by the municipal administration are currently being reviewed by the Regional Office.

Educational infrastructure projects in the municipality of San José de Albán: The projects that were jointly prioritized with the community are currently being formulated by the municipal administration and the Regional Office is working on obtaining co-financing commitments.

Milk collection and refrigeration centers for municipalities in the Southern area of the department of Nariño: The two centers at the municipality of Cumbal and the municipality of Aldana are in the process of being contracted. The projects formulated for the municipalities of Ipiales, Guachucal and Contadero are pending compliance with certain requirements on the part of the municipality and the documentation for the studies by the implementing entity.

B. MACIZO / PUTUMAYO REGION

Map 3: Huila & Tolima -- ADAM Municipal Initiatives and Activities in Implementation



Legenda:

- Iniciativas Municipales (17)**
- Huila (9)
- Tolima (8)

ACTIVIDADES DA

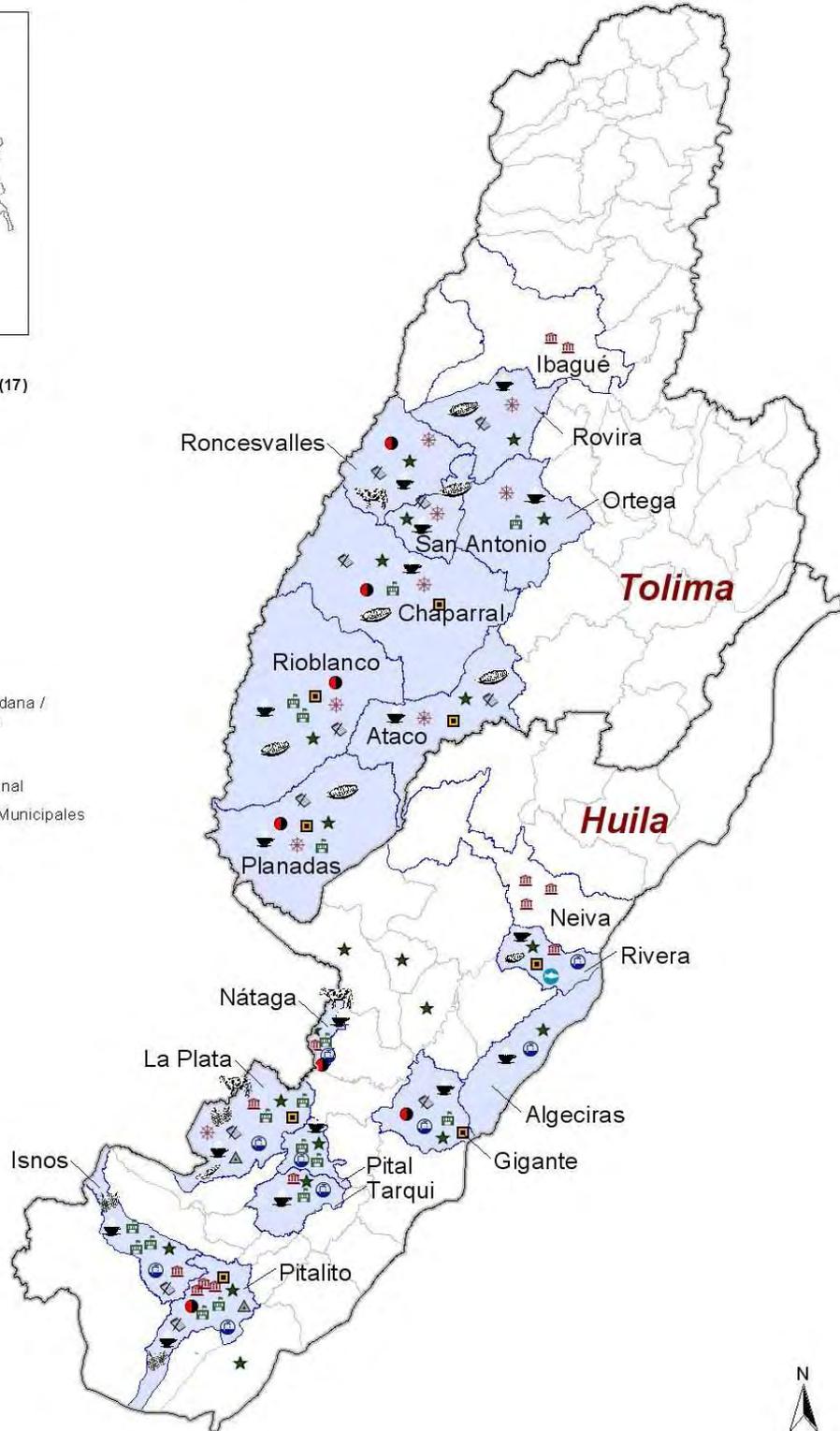
- Frutas
- Café Especial
- Silvopastoril
- Cacao
- Piscicultura
- Frijol

ACTIVIDADES GL

- Participación Ciudadana / Grupos Vulnerables
- Servicios Públicos
- Desarrollo Institucional
- Finanzas y Rentas Municipales
- Alfabetización
- Servicios en Salud
- Mujeres Cafeteras
- FIS / ADAM

ACTIVIDADES IDP

- FIS / IDP's



HUILA Regional Office

Overview

The work performed by the Huila Regional Office during the time period between July and September of 2008 continued to ensure that the 2006-2008 targets will be achieved. Q11 was a critical quarter for the consolidation of the sustainability elements in the ADAM model, which was the main reason for the team to focus its efforts on improving communications and relationships with local and departmental private and public entities, as well as with trading companies and trade associations. These activities help get the producers involved in regional and local dynamics go beyond their own municipality towards a broader development approach. The results are reflected in the interest displayed by government officials in including the proposed activities in their development plans.

Table 4: Current status of Key Indicator Results in Huila

Indicator	Result as of 2007	Target up to 2008	Results as of Q11	Percent of target up to 2008
Families benefited	5,156	6,823	6,180	91%
Hectares supported	7,636	10,425	9,978	96%
Municipalities strengthened	3	9	5	56%
Sales generated (US\$)	10,014,125	29,394,969	26,100,216	89%
Jobs created	4,002	8,802	4,188	48%
Infrastructure activities completed	8	18	15	83%

Also during Q11 strategies were carried out to ensure that everyone in the Regional Office and implementing the activities understood comprehensive nature of ADAM's intervention; verify that all people involved have confirmed their participation in the model; and, to ensure that the monitoring and verification process is transparent and useful for the development of any required improvements. The jobs indicator was affected because the target is established in terms of work during the full year, but many of the activities were only begun in mid-2008. Consequently, the targets are expected to be fully achieved by mid-2009. One of the main challenges for Q12 is to fulfill the commitments made with the different municipalities. Therefore, the Regional Office will focus its efforts on the implementation of new activities, particularly in connection with infrastructure and technical assistance.

Alternative Development

The Alternative Development component focused its efforts on strengthening of commercial efforts and on technical assistance for the activities, including the accounting and administrative processes for grants and sub-contracts. The following achievements are worth highlighting:

- Participation in the first specialty coffee trade fair in the department of Huila, during which USAID received high recognition for its contribution to the region's economic development. Participation is expected to continue in events of this type in order to improve the access to additional markets for ADAM project beneficiaries.
- Participation of the departmental government in the production activities, starting with COP \$990 million for the construction of 3,000 coffee dryers and technical assistance payments for the fruit projects in Isnos and Pitalito and a kidney bean project in La Plata. The fruit projects in the municipalities of Algeciras, Gigante and Tarqui are expected to be launched with co-financing from the departmental government and the Huila Fruit Trading Company (*Comercializadora de Frutas del Huila*).

- Launch of the following projects: (1) Coffee, to benefit 660 farmers in the municipalities of Algeciras, Tarqui and Gigante, implemented by the Departmental Coffee Growers Committee of Huila; (2) Cacao, in the municipalities of Rivera and Algeciras, and (3) Forestry Ranching Systems in the municipalities of Nátaga and La Plata with participation by *Acción Social*. Over the next quarter, the business strategy is expected to be implemented to ensure the sustainability of the beneficiary organizations that are participating in the cacao project. Also in Q12, the fish farming and environmental management projects are to be started with the Paniquita Indian community.
- Tests on traces of agro-chemicals in fruits yielded excellent results, given that no traces were found in the fruits harvested by the project, thereby ensuring a high level of quality and compliance with *Persuad*, and consequently providing a broader marketing opportunity. Based on these results, new deals with new markets for are expected to be confirmed beginning with the December harvest..
- The process of certifying farms began with participation by private trading companies such as CARCAFE and RACAFE. These processes are expected to be finalized in Q12, thereby meeting the goals established on project certification.
- As a parallel activity, the Program worked on strengthening the beneficiary organizations, mainly in terms of training their boards of directors. It should also be highlighted that the ECA methodology is being used in all the activities. Training was provided for women coffee grower beneficiaries and/or the wives or daughters of the beneficiaries on technical and social matters that support the certification processes at each of the farms. Joint work has been done with the Coffee Growers committee and the leading farmer organizations in each activity to train 100 percent of the beneficiaries on matters including social control, conflict resolution and Assisted Humanized Management.

Local Governance

During Q11 the Regional Office reviewed and strengthened this component's strategy regarding local development, in which the producers, public and community institutions and participating entities all come together. During the quarter, top priority was given to infrastructure and technical assistance activities.

In addition to continuing with the activities under execution in Q10, and the completion of the project on strengthening of the women's network in La Plata and other activities, work focused on the articulation of each of the activities agreed upon with the local governments, resorting to the office directly performing the activities. This is intended to drive the participative local development processes of the ADAM program, such as community contracting, oversight committees and other public management mechanisms.

In this regard, several activities were specified and formulated, and the contracting process began on others. These include projects on strengthening of the local planning systems, development and improvement of the capabilities of the Community Action Boards (*Juntas de Acción Comunal*), as well the stimulation and strengthening of bodies such as the Municipal Youth Council to assist in the attainment of their objectives.

During Q12, it is expected that several activities, including assistance for National Programs, will be implemented simultaneously, which will facilitate jump starting these activities into full blown implementation.

Infrastructure

As scheduled, two FIS activities were completed in Q11 in the municipalities of Tarqui and El Pital, and the works for the three IDP projects continued, two in Neiva and one in La Plata. These latter activities weren't completed within this quarter due to differences between the scheduled time for completion and the real time of execution.

The Regional Team and the Infrastructure Department reached agreements with several mayors' offices on nine construction projects: four IDP and five FIS projects. Five of these activities were approved this quarter, and three of them will have a substantial effect on improving living conditions for the displaced population (Montessori school in Pitalito, double-purpose sewage system in the Altos del Magdalena neighborhood in Pitalito and two computer classrooms in the municipality of Tarqui), and two will have an impact on the rural population in the municipalities of Gigante and Nátaga. These works will begin in Q12. In addition to the above, one IDP activity in the municipality of Gigante and three FIS works in the municipalities of Gigante, Algeciras and Rivera are pending approval.

TOLIMA Regional Office

Overview

During Q11, the Tolima Regional Office continued to implement activities aimed at improving the population's living standards. These activities were mainly carried out through the provision of technical assistance and training to enhance productivity on and off farm activities, improve organizational strengthening, local governance and construction and upgrade social infrastructure. These activities are focused in the productive nuclei, which cover over 160 rural districts in eight ADAM municipalities. A total of 4,703 families have been benefited by these activities, equivalent to 152% of the 2006 – 2008 target, and 99% of the hectares supported target (5,961). The Municipalities Strengthened indicator achieved 75% of its target with six municipal administrations effectively assisted on municipal planning, tax and financial matters. The target for infrastructure projects was also achieved. The low volume of Sales Generated and Jobs indicators reflect the start-up stage of the activities. Substantial increases are expected on these indicators in Q12.

Table 5: Current status of Key Indicator Results in Tolima

Indicator	Results as of 2007	Target 2006 - 2008	Results as of Q11	Percent of Target for 2006 - 2008 (%)
Families benefited	1,450	2,686	4,073	152%
Hectares supported	3,874	6,045	5,961	99%
Municipalities strengthened	3	8	6	75%
Sales generated (US\$)	0	4,543,806	103,685	2%
Jobs	2,158	5,429	2,803	52%
Completed infrastructure activities	0	4	2	50%

Alternative Development

Implementation of activities is running smoothly in four regional activities aimed at improving the living standards of 2,400 families. These activities are focusing on business strengthening and investment on 5,745 hectares of specialty coffee, cacao and cattle ranching. Training events were held with the farmer cooperatives and beneficiaries on technical aspects and business strengthening, oversight committees were established to provide advisory services on implementation of activities, and specific technical and training activities aimed at producing planting material in the area were also performed. In addition, we managed to further leverage our resources through new commitments from *Acción Social*, municipal administrations and the Office of the Governor.

Forestry Ranching (Roncesvalles): This activity, which benefits 200 families in an area of 900 hectares, began its implementation in Q10 and ADAM has disbursed a total of COP \$118,097,901. In Q11 the property diagnostic was consolidated according to the baseline and its corresponding geo-referencing. Training was delivered to beneficiaries involved with cattle production and nutrition and marketing. Also, an oversight committee was created and the process of strengthening began with the introduction of six workshops during which SWOT organizational analyses was performed and strategies and action plans were developed.

Specialty coffees (regional): The two regional activities being implemented by the Coffee Growers Departmental Committee in the municipalities of Ataco, Ortega, Roncesvalles and Rovira, and by CORPOAGRO in the municipalities of Chaparral, Planadas, Rioblanco and San Antonio are running smoothly. ADAM has disbursed COP \$939,609,733 to the Coffee Growers Departmental Committee and COP \$575,770,715 to CORPOAGRO to undertake the following:

- Visits to the 1,310 beneficiaries to validate the baseline;
- Taking of 680 soil samples for analysis with the Coffee Growers Departmental Committee and initiating the same process with CORPOAGRO;
- Four socio-business strengthening workshops with the Coffee Growers Committee and three with CORPOAGRO on organizational aspects with the farmers and the farmer cooperatives;
- 23 individual loans approved for coffee plantation renewal (processed with the assistance of the Coffee Growers Departmental Committee);
- Participation of the ADAM farmer beneficiaries in two international specialty coffee trade shows: *Expoespeciales 2008* in Neiva and *Hablemos de Café 2008* in Armenia;
- Over 900 technical assistance visits to beneficiaries;
- Purchasing of materials and supplies to upgrade the post-harvest processing facilities (in progress).

Rehabilitation of cacao (regional activity in the municipalities of Ataco, Chaparral, Planadas, Rioblanco, Rovira and San Antonio): For this activity, ADAM has disbursed COP \$1,969,405,700 to IICA, which is conducting the following activities:

- Establishment of eight nurseries and planting of approximately 228,000 seedlings for grafting, distributed among the six municipalities that benefit from this activity. Twice this number of seedlings will be produced by the conclusion of the activity;
- Modification of the organizational strengthening strategy through the establishment of four new organizations and restructuring of two other organizations;
- Undertaking 43 business strengthening workshops and training on management, services and accounting matters for all the Boards of Directors of the beneficiary cooperatives;
- Performance of 1,897 technical visits to 890 beneficiaries;
- Supervision of 13 cloning gardens and nurseries with IICA in order to obtain their certification;
- Performance of 72 Field School sessions attended by 1,349 beneficiaries;
- Development of a timetable on the delivery of products and progress reviews for each component;
- Consultations in the CIFIN credit rating agency regarding 300 farmers with the intention of requesting loans;
- Diagnostic of the entire regional cacao market in terms of production, sales, prices, main buyers and post-harvest facilities of the 890 beneficiary families.

Local Governance

During Q11 the Local Governance component concluded activities in the planning area; continued executing activities on public utilities, municipal finance, assistance for municipal councils, institutional development and national programs; and launched new activities to assist in the implementation of the Standardized Internal Control Model (MECI by its acronym in Spanish). In the public utilities area, training was provided for 37 leaders from 10 rural and 3 urban service providers on enterprise management, costs and rates and urban plumbing. In public finance, 132 government employees and councilmen were trained and technical assistance was provided to the eight municipalities on the review, adjustment and approval of the budget by-laws (six were approved by the municipal councils). On MECI 1000, the activity was socialized with four municipal administrations, the processes were adopted through administrative acts, the diagnostics, risk matrices and processes were drawn up and 89 government employees participated in the training and technical assistance events.

The institutional development and vulnerable population component made progress on the activities to strengthen Community Action Boards (*Juntas de Acción Comunal*), youth and women, and strategic planning workshops were held, including formulation of the action and strategic plans for 18 ADAM production centers and eight town centers. This activity has benefited 199 social grass-roots organizations and the training events have been attended by 2,741 leaders and representatives from rural districts, townships and town centers. The degree certificate of the *Viernes de Concejal* Program continues to be delivered to 230 councilmen from the department. 24% of them are from the seven municipalities assisted by the Regional Office.

In terms of National Programs, the project *El Valor de la Palabra* continued to be executed to benefit 1,675 children in the 4th and 5th grades at 62 classrooms in the urban and rural areas of three municipalities. The 58 teachers involved in the project have received training and the *Reading Festival* was held in the municipality of San Antonio -- over 440 students and 22 teachers attended. Assistance also continued for the Youth and Adult Literacy Program, which benefits 4,071 students and 220 teachers. Additionally, four medical attention drives were performed at the ADAM production centers in the ADAM municipalities of Planadas y Rioblanco, benefiting 475 persons who received medical attention and training on sexual and reproductive health, co-sponsored by PROFAMILIA. An event was also held for the establishment of the Women Coffee Network of Tolima attended by 38 women from six organizations. Lastly, thanks to the commitment of the local institutions, the beneficiary communities and the good coordination between implementers, consultants and the Regional Office, 75% of the 2008 target for the Municipalities Strengthened indicator was achieved.



A small town from the coast in the heart of Tolima

On August 5th the community of La Nueva Esperanza, located at the estate of La Miel in the municipality of Ibagué, inaugurated the sewage system financed by USAID's ADAM Program, the municipal administration and Cortolima. This project benefits 91 families from the Atlantic Coast (Pelaya, César) who were displaced by violence and were welcomed by the city eleven years ago. The total cost of the work was COL\$288,996,326, for which ADAM contributed COL\$172,646,995. Additionally, thanks to savings obtained during budget execution, the community built a playground and a fence around the mini-soccer court.

Infrastructure

During Q11, construction started on three projects that benefit 597 families in the productive nuclei: a water treatment plant, classrooms at a rural school in the district of Quebradón and a bridge at the rural district of San Miguel in the municipality of Rioblanco.

The construction projects for the Integrated Solid Waste Management Plant (MIRS by its acronym in Spanish) in the municipality of San Antonio and for the school at the rural district of San Nicolás in the municipality of Ortega have received approval, and their respective grant agreements are currently being drafted. Three activities are in the formulation stage: construction of a water treatment plant for the population center of Santiago Pérez in the municipality of Ataco, classrooms in rural schools in the district of La Reforma in the municipality of Rovira, and special classrooms for displaced populations at the educational institute *Raíces del Futuro* in the municipality of Ibagué.

The infrastructure activities under execution benefit 1,961 families. Counting the activities that are in process of being closed a total of 2,099 families have been benefited in the Department of Tolima.

PUTUMAYO Regional Office

Overview

ADAM is active in seven of the thirteen municipalities of Putumayo (Mocoa, Villagarzón, Puerto Caicedo, Puerto Asís, Orito, Valle del Guamuez and San Miguel), and is currently working on productive, local governance strengthening and infrastructure activities. This quarter's strong performance has led to increased recognition among the communities that licit production is taking a strong foothold in the region and the preferred way to work and live. Public opinion of ADAM's success comes at a time when support is essential, given that communities must now make a living and be able to generate income and employment without illegal crops being the main driving force of their economy (particularly in the municipalities of Southern Putumayo). The excellent performance and skills of the project implementers should also be recognized because it is their commitment that has led them to improve their management capabilities and to better serve and meet the needs of small farmers.

In Q11, technical assistance and training continued on seven production and marketing activities (hearts of palm *-palmitos*), rubber, cacao, pepper, forestry ranching systems, sugar cane, fish farming and coffee) and work began on the sugar cane and vanilla activities involving 330 families. Parallel to the development of the production activities, the environmental management plans are progressing well. The *Campo Limpio* Environmental Program is receiving substantial support and recognition that proper pesticide use and disposal are important in production activities.

In order to promote the continuity of the activities over time and to attract increased levels of complementary financing, the activities are assisting beneficiaries in gaining access to credit. 836 farmers in coffee, forestry ranching, cacao and pepper activities have received training on this matter. To date, 76 of the 122 loan requests made to *Banco Agrario* have been approved.

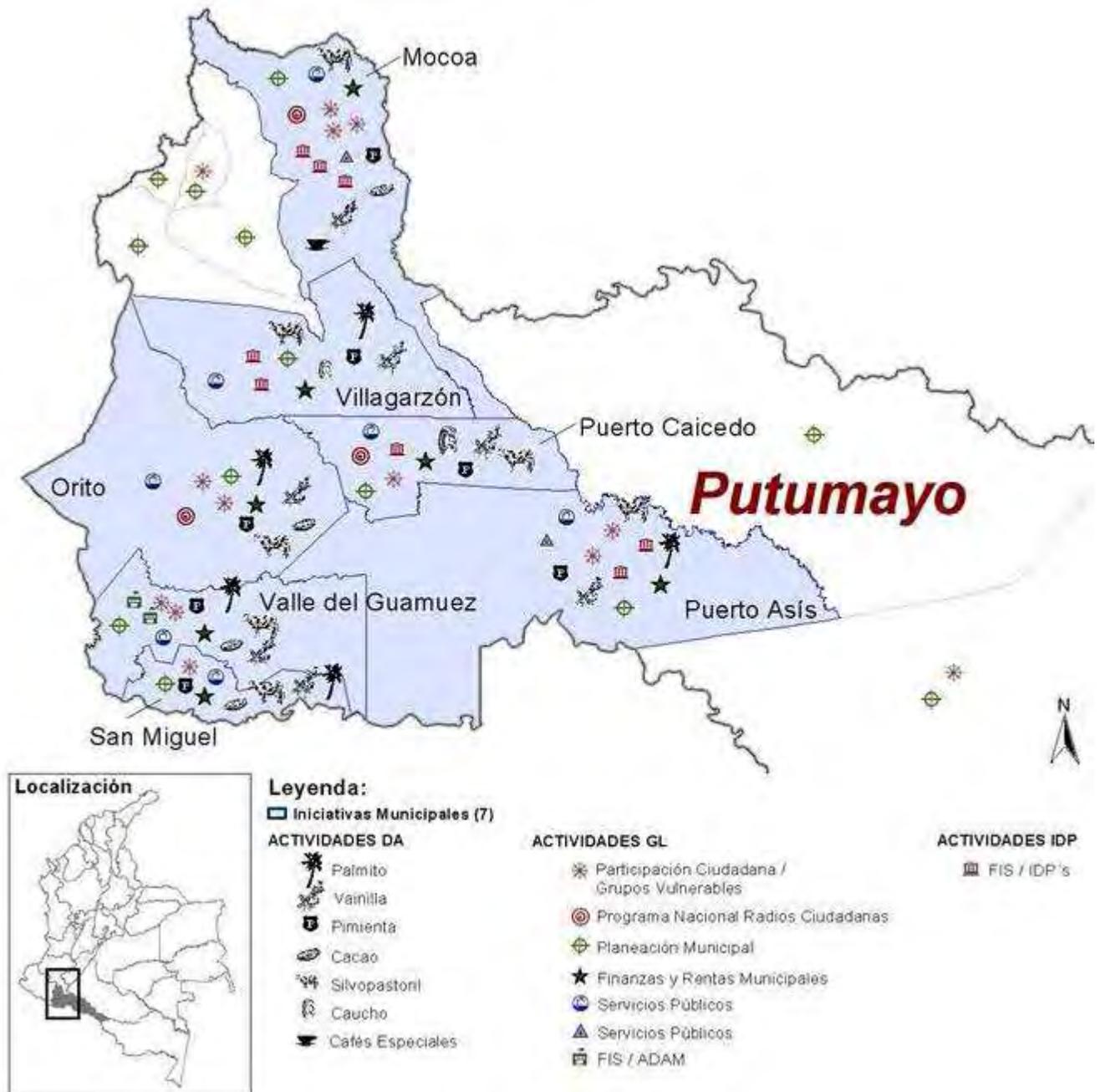
In terms of IDP infrastructure during this quarter, two school cafeterias were constructed at two important educational institutes in Puerto Asís to benefit 1,097 families. Also four projects for displaced persons were continued or started in Mocoa and Villagarzón. The Local Governance component began to assist the municipalities on financial matters in order to strengthen their revenue and tax management efforts. In July, activities began with the municipalities and the office of the governor, through an agreement with the High Council for Equality for Women, with the purpose of including gender equality -- recognizing unique roles and responsibilities of women and men in the community -into all activities and in improving public policy in the region.

The first stage of the communications campaign *Volvamos a la vida* has achieved the objective of sensitizing the communities in Putumayo on the need to recover the values that have been distorted by over 30 years from illicit production and drug trafficking in large sections of the department's territory.

Table 6: Current status of Key Indicator Results in Putumayo

Indicator	Results as of 2007	Target 2006 - 2008	Results as of Q11	Percent of Target for 2006 – 2008 (%)
Families benefited	3,505	5,941	4,324	73%
Hectares supported	2,809	6,235	7,039	113%
Municipalities strengthened	3	7	4	57%
Sales generated (US\$)	797,910	4,444,485	1,143,835	26%
Jobs created	679	1,885	1,128	60%
Infrastructure activities completed	3	11	7	64%

Map 4: Putumayo -- ADAM Municipal Initiatives and Activities in Implementation



Alternative Development

Pepper (Orito, Puerto Asís, Puerto Caicedo, San Miguel, Valle del Guamuez, Mocoa and Villagarzón): To date, 154 hectares have been planted benefiting 300 families. First signs of successful yield are beginning to show on 20% of the crop planted in 2006 (100 hectares), and the harvest has generated excitement and motivation among the farmers. In this 200-hectare activity, 54 hectares have already been planted in farmers' fields and 57 loan requests have been made to *Banco Agrario*. To date, \$551 million have been approved of which 37 loans have been disbursed in the amount of COP \$328 million.

Hearts of palm (Palmito) (Orito, Puerto Asís, San Miguel and Valle del Guamuez): During Q11, 15 nurseries were established in the rural district of El Zarzal in the municipality of Valle del Guamuez. To date, 101 hectares have been planted to benefit 100 families. On the other hand, the plantations that were planted in June of 2007 are already producing hearts of palm, and even though the production amounts are quite small (between 500 and 1,000 shoots/hectare) they do generate significant financial income for participating families.

Agroamazonía: During the quarter, 242,000 *chontaduro* shoots were processed (the target was 360,000) and 146,375 boxes of hearts of palm were produced (148,000 were projected). Sales (in the national market) totaled 78,396 boxes in the amount of COP \$230 million (below the target of COP\$475 million).

Cacao (Mocoa, Orito, Valle del Guamuez and San Miguel): In this activity which benefits 270 farmers, 157 hectares have been planted. The progress made in the field and the widespread acceptance by the community have led *Acción Social* and ADAM to approve an expansion of the project to plant an additional 450 hectares and to include 150 families from the municipality of Valle del Guamuez. The funds allocated for this project extension total COP \$500 million, which are provided by *Acción Social* and the ADAM Program – the latter of which will contribute COP \$386 million.

Rubber (Villagarzón, Mocoa, Puerto Caicedo, Valle del Guamuez, Orito and San Miguel): This activity benefits 82 families who have planted 138 hectares. 36 training sessions have been held and 100% of the rubber-tree stakes, planting material and other supplies have been delivered.

Fish farming implemented by Coofortaleza (Villagarzón, Mocoa and Puerto Caicedo): 128 fish farming facilities have been technically upgraded by improving their basic infrastructure (water intake, water channeling, drainage and dams). 307,200 *cachama* fingerlings were distributed in lakes covering 204,800 square meters and 57.4 hectares of *yuca* and *bore* have been planted in proximity as nutritional supplements.

Fish farming implemented by Asopez, (Puerto Asís, Orito, Valle del Guamuez and San Miguel): Supplies and tools have been delivered to 119 beneficiaries (fingerlings, food concentrate, pipes, fertilizer and lime) equivalent to 65.7% of the total planned project beneficiaries (181). Almost 10 hectares of *yuca* and *bore* have been planted as nutritional supplements in proximity to the lakes.

Forestry ranching (Mocoa, Villagarzón, Puerto Caicedo, Puerto Asís, Orito, Valle del Guamuez and San Miguel): 457 beneficiaries on 766 hectares of agro – forestry activities were provided technical assistance and training. 82.27% of the users have already received production supplies. Program ADAM and *Acción Social* are currently processing the request to expand the activity to include 200 *Familias Guardabosques* in the municipality of Valle del Guamuez.

Coffee (Mocoa): The technical team has made 105 visits to farmers to conduct geo-referencing and to assist in providing up to date technology to improve yields such as nursery development, pruning, fertilization, and other productivity enhancing assistance.

Vanilla (Mocoa, Villagarzón, Puerto Caicedo, Puerto Asís, Orito, Valle del Guamuez and San Miguel): In September, technical assistance was provided to increase yields on 30 hectares of vanilla

with 300 small farm families was approved in the amount of \$377 million; ADAM will contribute \$151 million, equivalent to 40%.

Local Governance

Organización Zonal Indígena del Putumayo (OZIP) (Regional Indigenous Organization of Putumayo): Technical assistance and training increased in these Indigenous communities to improve their institutional and organizational management.

Federación Departamental de Comunidades Afroputumayenses del Putumayo (FEDECAP) (Departmental Federation of Afro-Putumayo Communities): 350 persons were trained on Afro-Colombian law, microeconomics and ethnic development planning. Thanks to these efforts, the Departmental Development Plan includes a specific program for ethnic groups in the department and a sub-program with specific activities to improve organizational development of the Afro community in Putumayo.

Assistance and consolidation of the cooperative water utility company Aguas del Putumayo: As a result of the training events, the communities formulated and presented eight action plans around themes related to water, health and life; drinking water for all; basic sanitation and hygiene; and efficient use and conservation of water.

Development plans: As a complementary stage to the formulation of development plans, the municipal planning in several subject areas are being strengthened and development plan indicators are being established for evaluation and follow-up.

Viernes de Concejal: Eight modules of the degree program *Public Administration and Rule of Law* have been delivered to 82 councilmen from the municipalities of Puerto Asís, Mocoa, Villagarzón, Puerto Caicedo, Puerto Guzmán, Orito, Valle del Guamuez, San Miguel, Puerto Leguízamo and Piamonte (Cauca and Santa Rosa).

Strengthening of municipal planning and finances: The departmental and municipal planning areas were evaluated as a first step to provide assistance on the evaluation and follow-up of their development plans. Training was delivered to employees of the financial departments and councilmen from the seven ADAM municipalities on budgetary and tax legislation and on budgeting and forecasting for fiscal year 2009.

Infrastructure



Enthusiasm among beneficiaries from Putumayo

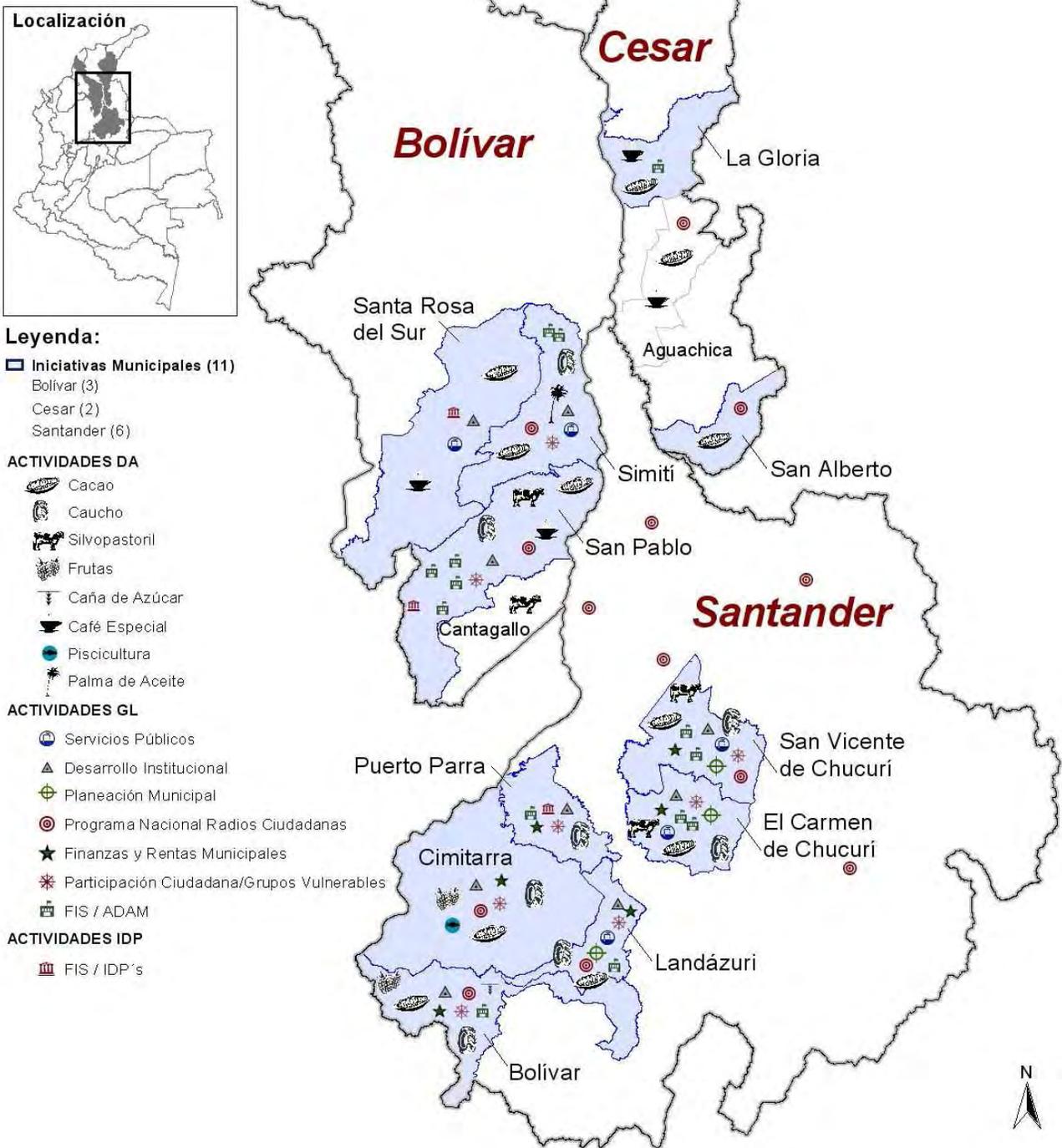
Following the completion of the power plant built by ADAM in the *vereda* of Los Ángeles in the municipality of Valle del Guamuez, Luis Martín Yandún, president of the Community Action Council, which implemented the project, said the following during the closing event: "...we are very grateful to the ADAM Program and USAID; as a community we are very thankful. I would like to tell you that our dream has come true thanks to your support. We were able to complete our power plant because we managed the resources you provided properly, and the joint effort with our community has been highly successful. I would also like to say that thanks to our effective resource management, we were able to complete an additional project for public lighting..."

The activity to build classrooms at the educational institution Fray Plácido, Los Sauces branch, in the municipality of Mocoa, which had been suspended in the previous quarter was restarted. This project benefits 500 displaced families with an ADAM contribution of COP \$375 million.

Lastly, construction of two classrooms and bathrooms began at the educational institute Simón Bolívar in the municipality of Mocoa. This project benefits 180 families with an ADAM contribution of COP \$126 million.

C. MAGDALENA MEDIO REGION

Map 5: ADAM Municipal Initiatives and Activities in Implementation



MAGDALENA MEDIO Regional Office

Overview

During this quarter, the Magdalena Medio Regional Office made progress in promoting the ADAM Program's integrated approach in laying the foundations for the sustainability of the program's farmer organizations, and in gaining support from regional entities based on citizen participation. Numerous meetings were held where governors, mayors, farmers and organization leaders were all focused on a single objective: the ADAM activities and regional development. This was especially true in the department of Cesar and the South of Bolívar. The three main themes that were emphasized during the quarter were the articulation of loans for production activities, the establishment of marketing alliances between companies and farmer organizations, and the consolidation of micro-credit funds. These activities are fundamental elements that will ensure the future sustainability of the organizations.

During Q11, the Local Governance activities aimed at strengthening departmental and municipal finances, improving quality management at municipal entities and working with youth and women organizations in the South of Bolívar and Santander. In terms of social infrastructure, financial commitments were gained from governors' offices and the municipalities, and the investment model proposed by ADAM was consolidated as a means of promoting citizen participation, transparency, quality and the accomplishment of the objectives.

During this quarter the Regional Office continuously assessed the risks of activity implementation in terms of safety for the Program's staff members as well as the employees of the implementer organizations. This was a challenging task given the recent presence of armed actors in the three departments and particularly in the rural districts where ADAM is active.

Table 7: Current Status of Key Indicator Results in Magdalena Medio

Indicator	Results as of 2007	Target 2006 - 2008	Results as of T11	Percent of target for 2006 - 2008 (%)
Families benefited	4,453	5,182	5,384	104%
Hectares supported	11,424	15,168	15,467	102%
Municipalities strengthened	2	5	2	40%
Sales generated (US\$)	2,005,790	4,976,233	4,702,200	94%
Jobs created	5,701	12,267	6,224	51%
Infrastructure activities completed	5	17	13	76%

In Q11 the results of the Regional Office in terms of families benefited and hectares supported were above the targets established for 2008. The sales generated increased by 22% compared to the previous quarter and two additional infrastructure projects were completed. Jobs created increased only slightly, while the number of municipalities strengthened remained constant.

Families benefited and hectares supported increased thanks to the launch of new activities in cacao (Cortipaz), coffee (Asopropal) and rubber (Coragrosurb). The number of municipalities strengthened remained unchanged because the establishment of the public services company in the municipality of El Carmen is still in progress and another is scheduled to begin soon in the municipality of Bolívar. Additionally, the assistance on financial matters had only begun toward the end of the quarter. Regarding the infrastructure activities, the Regional Office has concluded 13 of the 17 projects that had been scheduled. Currently four projects are in execution and one is in the process of being legalized.

During the quarter, 291 field activities were carried out as follows: 159 follow-up visits to properties; 56 operational committees; 31 field visits; 13 training workshops; eight oversight committees and seven purchasing committees. The remaining activities were related to matters such as assistance for *Viernes de Concejal* sessions, co-financing meetings, consensus-building roundtables and assistance on loan processing. These activities account for the continuity of the activities performed by the Regional Office.

Alternative Development

As stated previously, during Q11 the main focus of the production activities was on the sustainability of the organizations, centering on three main issues: loans, micro-credit funds and marketing agreements. On the loans issue, an agreement was entered into with *Banco Agrario de Colombia* and *Banco BCSC*. Thus far, 576 loan requests have been presented by the ADAM-assisted organizations, 293 of which have already been approved in the amount of COP \$1,891,800,000. These funds are to be used for the establishment of cacao and rubber plantations.

Also during Q11, thirteen farmer organizations that serve 2,257 families have established micro-credit funds. These funds which altogether have a capitalization of \$1,202,554,666 have the objective of strengthening equity, broadening the supply of services and consolidating participative and democratic processes within the organizations. Another activity performed during the quarter was to establish the conditions of the marketing agreements to be subscribed between the five ADAM-assisted organizations (*Aprocasur*, *Aprocafrum*, *Cortipaz*, *Asoprolan* and *Asobocaban*) and the *Casa Luker Company*. This agreement benefits 1,840 families involving 3,912 hectares of cacao that are receiving assistance from the Program. Likewise, the role of trading agent, performed by *Cooperativa de Caficultores del Nororiente Colombiano* (*Coopecafenor*), helps broaden the organizations' portfolio by receiving cocoa and coffee at its purchasing centers. These activities are being assisted by *Acción Social*.

Local Governance

During Q11 the Regional Office worked on the following LG issues:

Planning: ADAM entered the last stage of the process carried out by *Asociación de Municipios de los Yariguíes* (*AMAY*), which formulated the agricultural plans for the municipalities of *Landázuri*, *El Carmen* and *San Vicente*. The organizations of the ADAM Program had very little participation in these plans.

Public services: One of the companies established in previous quarters, *Manantiales del Chucurí*, entered into an agreement with the municipality of *San Vicente* to begin operations in the next quarter. A similar situation exists in the municipality of *Landázuri*. During Q11, the first steps were taken to establish a public services company in the municipality of *El Carmen* and to facilitate the contracting for the establishment of the company in the municipality of *Bolívar*. Plans were made with the offices of the



ADAM Chocolate

The representatives of the cocoa farmer cooperatives from Santander and South of Bolívar held a very productive meeting with delegates from Casa Luker, Coopecafenor and USAID's ADAM Program to launch cocoa commercial alliance. Casa Luker requires an average of 15,000 tons of cocoa per year and the ADAM cooperatives (*Cortipaz*, *Aprocafrum*, *Asoprolan* and *Aprocasur*) are expected to supply 5,000 tons during the first years. Thanks to ADAM's support during 2008 *Aprocafrum* has sold 173 tons of cocoa to different companies - an amount that is expected to increase substantially thanks to the alliance.

mayors of Cimitarra and Puerto Parra to assist in the establishment of companies to manage the aqueducts in some rural districts.

Finance and taxes: During this quarter, with assistance from the national office, the departments of Santander, Bolívar and Cesar received assistance to design their mid- and long-term fiscal framework and the departmental tax departments reviewed their tax statutes and the critical points for tax their revenues. In terms of working with municipalities, six administrations from Santander are receiving assistance to update their tax statutes, to design their medium-term fiscal frameworks and to harmonize their budgets and development plans.

Municipal councils: Three training sessions were held within the *Viernes de Concejal* Program in the municipal offices of Santa Rosa, Aguachica, Barrancabermeja, Cimitarra and Vélez. In July and August attendance was low because several municipalities in the region were holding town fairs and festivals.

Institutional development: Progress was made in two areas- MECI implementation in four municipalities, where work is being performed on an ethics code, the development of the municipal risk matrix and protocols for processes and procedures. Activities with women and youth networks are being undertaken in Bolívar and Santander.

National programs: Vaccination and training programs were performed in eight municipalities jointly with the Health Secretary of the Department of Santander. Four consultants provided support for field activities, using as point of reference the centers where ADAM production activities are being carried out.

Infrastructure

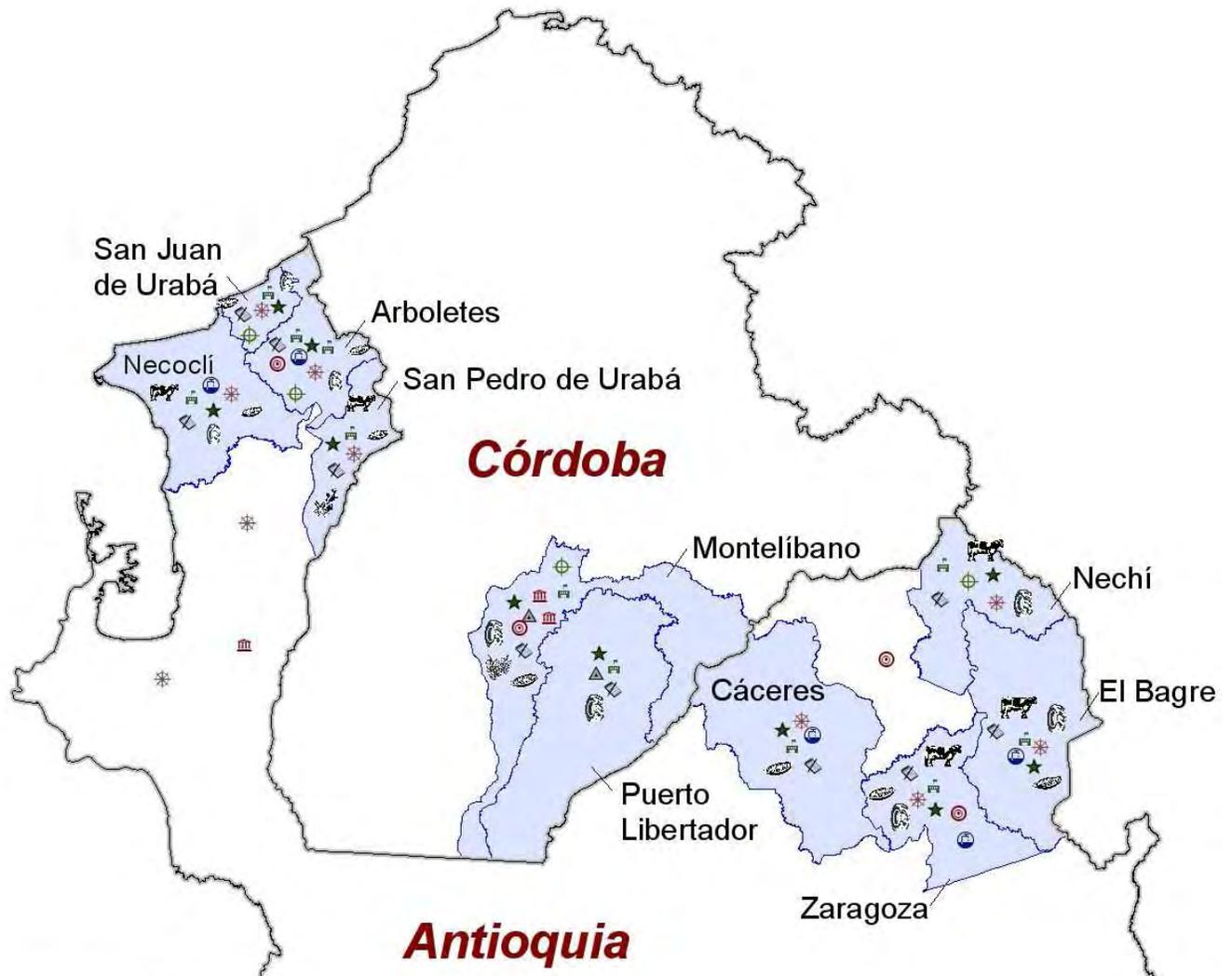
During this quarter the bathroom facilities at the municipalities of Landázuri, El Carmen and San Vicente were completed, and the Office of the Governor of Santander made disbursements in order to continue this work, which is essential in order to obtain the socio-environmental certification of several cacao farms. Work also continued on two projects that have been in implementation since the Q10 and a third project is in the process of being legalized.

During Q11 important talks were held with the Department of Cesar, where results have been very satisfactory. The commitment of the mayors of the municipalities of La Gloria and San Alberto is evident and there is clear cooperation on the part of the communities. The Department of Cesar represents a challenge for the FIS strategy proposed by the ADAM Program: the presence of armed actors and the low level of institutional presence have lowered the visibility of social organizations. Through its activities ADAM is developing trust, credibility and social organization in the region.

Lastly, the issue of displaced persons is very important in the South of Cesar. The Office of the Governor, the mayors and the community are requesting assistance from the ADAM Program to develop activities in 2009 and are promoting the involvement of other institutions in the area.

D. URABÁ / NORTHWESTERN ANTIOQUIA REGION

Map 6: ADAM Municipal Initiatives and Activities in Implementation



Leyenda:

Iniciativas Municipales (10)

- Antioquia (8)
- Córdoba (2)

ACTIVIDADES DA

- Silvopastoril
- Caucho
- Cacao
- Vainilla

ACTIVIDADES GL

- Participación Ciudadana / Grupos Vulnerables
- Alfabetización
- Servicios Públicos
- FIS / ADAM

ACTIVIDADES IDF

- Desarrollo Institucional
- Planeación Municipal
- Finanzas y Rentas Municipales
- Programa Nacional Radios Ciudadanas
- FIS / IDP's



ANTIOQUIA/Córdoba Regional Office

Overview

The Antioquia Regional Office is implementing 17 productive activities, 14 of which are being executed directly and three through implementers. The projects are spread out among 10 municipalities in the departments of Antioquia and Córdoba. The following are the main achievements of Q11:

- The percentage of assisted hectares increased 6% and sales generated rose from 93% to 194%, a 101% increase from last quarter.
- Hectares of rubber planting material in nurseries increased from 1,735.7 to 1,761.90 (in the municipalities of Montelíbano, Puerto Libertador, Nechí, Bagre, Zaragoza, San Pedro de Urabá and Necoclí). Transfer from nurseries to farmers' field will be performed in Q12 and Q13
- To date, 178 illicit free agreements have been signed, equivalent to 76% of the rural districts reported in SIMA (232). The main highlight on the Local Governance front was the documentation drive performed with the Governor's Office of Antioquia through *Corporación Antioquia Mía*. ADAM's support to families and particularly youth, as well as assisting in registering individuals with IDs, birth certificates empowers the people in these departments to exercise their responsibilities and rights as citizens.

The main challenge of the Regional Office is to strengthen the technical, managerial, financial and business-like capacity in the projects it now manages. The key objective is to install a sustainable capacity and a sense of business ownership with the groups and producers who run its operations. Capacity building in groups and cooperatives is considered the core of this process. Another challenge is to receive approval for the Municipal Initiatives of Turbo and Tarazá, and the presentation of the expansion of three production activities (Necoclí, Cáceres and Montelíbano).

Table 8: Current status of Key Indicators in Antioquia/Córdoba

Indicator	Results as of 2007	Target 2006 – 2008	Results as of Q11	Percent of Target for 2006 – 2008 (%)
Families benefited	3,828	4,909	4,678	95%
Hectares supported	6,916	11,136	9834	88%
Municipalities strengthened	0	0	0	0%
Sales generated (US\$)	437,283	843,798	1,639,894	194%
Jobs	4,201	8,761	4,490	51%
Completed infrastructure activities	2	10	8	80%

Alternative Development

During Q11 there was a substantial increase in out-planting of cacao, rubber, fruit and vegetable nursery and pasture crops at their final sites: A 357% increase from 685.64 to 2,450.07 hectares (804.96 of cocoa crops in Arboletes, San Juan de Urabá, San Pedro de Urabá, Necoclí, Cáceres and Montelíbano; 588.10 of rubber crops in Montelíbano, Puerto Libertador, Nechí, Arboletes and San Juan de Urabá; 920.75 of improved pastures in San Pedro de Urabá, Necoclí, El Bagre, Zaragoza and Nechí; 54.26 of vanilla in San Pedro Urabá, and 82 of passion fruit in Montelíbano and Puerto Libertador) has been achieved.

The activities of the environmental component are focused on the implementation of environmental management plans including the application of mitigation measures established in the Environmental Review Sheet (FRA by its acronym in Spanish). Currently, 17 environmental management plans are being executed, 14 of them directly and three through the following organizations: *Valor G* (vanilla), *Plantta* (passion fruit) and *Gannur* (forestry ranching activity). During the quarter, assistance was provided for the implementation of the environmental mitigation measures in the form of training for the technical teams. Additionally, the production activities were monitored in order to check the validity and entry of updated information into the Environmental Information and Management System (SIGA by its acronym in Spanish).

In the 14 activities that were executed directly by ADAM, the project provided technical assistance and training in important productivity enhancing subjects such as clearing, digging, design and construction of slope levels and planting in triangles. Eighteen field training days were delivered to a total of 850 beneficiaries of the various productive activities at the Regional Office and in the field. In the month of July, *Corporación Ambiental* of Universidad de Antioquia carried out an audit of the sub-regions contracted by USAID. Field visits were conducted to verify quality of implementation, performance and accounting. The completion rate of the 17 environmental plans, based on the implementation of the mitigation measures, is 55%. The remaining 45% are comprised of activities that will be carried out during planting and crop maintenance.

During Q11 the organizational and business strengthening component carried out the following activities based on its five central themes:

- 1) *Democratic and participative management*: workshops involving the importance of being organized, scouting for leaders, updating of by-laws, application of the ICO, participative drafting of internal rules for working committees and assemblies, and legal establishment of the cooperatives;
- 2) *Economic and financial management*: awareness-building meetings and advisory on the establishment of rural district funds;
- 3) *Management and administrative capabilities*: workshops on drafting of rules for the board of directors and on accounting and financial management;
- 4) *Strengthening of human development activities*: leadership workshops, conflict management, life project and team work, and
- 5) *Services offered to the community and members*: training and advisory on credit and workshops on drafting the commercial plan.

Evaluation results of the workshops showed that the beneficiaries appreciated the importance of getting together, sharing what they know on what works and what doesn't, and gaining a sense of "organization" in order to make their projects sustainable and improve their living standards. During this time period four cooperatives were created: ASCAP for the rubber project in Puerto Libertador (170 members); APROACA for the cacao project in Cáceres (164 members); AGROLATEX for the rubber project in San Pedro de Urabá (40 members); and PAAS for the passion fruit project in Montelíbano and Puerto Libertador (112 members).

Local Governance

The following activities were begun in the LG component:

- 1) Assistance in the development of community organization and management processes in vulnerable rural areas in the municipalities of El Bagre, Zaragoza and Cáceres in the department of Antioquia, which is being implemented by *Fundación Oleoductos de Colombia*;
- 2) Assistance for the implementation of the Family Educator Program of ICBF with 960 families in Montelíbano and Puerto Libertador in the department of Córdoba, which is

implemented by *Red de Organizaciones Sociales de Mujeres Comunales, Comunitarias y Campesinas de Montelíbano*;

- 3) Strengthening of the social, environmental, organizational and self-reliance management capabilities of the community councils of the municipalities of El Bagre and Zaragoza in the department of Antioquia, and
- 4) Assistance for the development of community processes in the vulnerable rural areas of the municipalities of the region of Urabá (San Pedro, Necoclí, Turbo and Carepa) in the department of Antioquia, which is being implemented by *Fundación Social de Unibán*.

Additionally, a documentation drive was sponsored in coordination with the Governor's Office of Antioquia, through *Corporación Antioquia Mía* and led by the First Lady of the department. 3,389 persons were assisted in the municipalities of Arboletes, San Juan de Urabá and San Pedro de Urabá.

During Q11 the following activities were completed:

National Citizen Radio Programs (Caucasia, Zaragoza, Montelíbano and Arboletes): This activity, implemented by Universidad de Antioquia, ended on September 20. An evaluation on the lessons learned and success is being undertaken.

Participative planning: The CODESARROLLO Foundation ended the institutional strengthening and participative planning activity for the territorial integration in Montelíbano, Córdoba. The closing event was held on September 23rd where 10 rural district plans were handed to the municipality leaders and training certificates were given to government employees, rural district leaders, and the presidents of the Community Action Boards (*Juntas de Acción Comunal*) and ASOCOMUNAL.

Community Communications: Asociación PALCO ended the educational planning and technical assistance activity for the development of community communication projects with vulnerable groups in the municipalities of Nechí, San Juan de Urabá and Arboletes, Antioquia. In each municipality a Communications School was formed by Afro-Colombian and Indigenous youths and women.

Strengthening of Women Networks: The Colombian Women Citizens Union completed activities to assist in organizational strengthening and coordination of women's networks in the municipalities of Nechí, Arboletes and San Juan de Urabá. These activities managed to establish three associations, two in Arboletes (*Asociación de Mujeres Arboleteras and Asociación de Mujeres Emprendedoras*), and one in San Juan de Urabá (*Asociación de Mujeres San Juaneras*). Additionally, the Asociación de Mujeres Nechianas was strengthened.

Participative Planning and Institutional Development: The *Fundación Arco Iris* is assisting community and participative planning in the municipalities of Nechí, Arboletes and San Juan de



Women strengthened in Antioquia

The project on organizational strengthening involving 89 women from the urban and rural areas of the municipalities Urabá, San Juan, Arboletes and Nechí in Antioquia was recently completed. In these municipalities, the women participated in training events and the construction of proposals to be included in municipal development plans. Bertha Sabogal, one of the beneficiaries, expressed her opinion on the process: "...we acknowledge the difficulties of the process, we realize it, and we can say that we are now very different from when we started. We now look at ourselves as women, with our own identity and a way of looking at the world that is different from men's..."

Urabá. During Q11 it provided assistance to the community assemblies, to strengthen the Community Action Boards (*Juntas de Acción Comunal*) and in the creation of the Municipal Rural Development Councils.

Citizen Participation and Vulnerable groups: Asociación Cristiana de Jóvenes (ACJ) is implementing a significant activity to strengthen the Local Youth Agent's Schools in Cáceres, El Bagre Zaragoza, Nechí, San Pedro de Urabá, San Juan, Arboletes and Necoclí. In Q11 the three first workshops were held on numerous topics to strengthen community cohesiveness and leadership training. Special technical assistance was provided to the local youth agents.

Public Services: This activity is being executed in five municipalities in the department of Antioquia (Cáceres, El Bagre, Zaragoza, Arboletes and Necoclí). In Q11 a diagnostic was made and will be shared with the municipal administration and the community.

Income and Finance: This activity is being implemented in 10 municipalities (Cáceres, El Bagre, Zaragoza, Nechí, Arboletes, Necoclí, San Pedro and San Juan in the department of Antioquia, and Puerto Libertador and Montelíbano in Córdoba). In Q11 a diagnostic was completed and workshops on current legislation and what it means to conduct government planning, savings, budgeting were held for government employees and councilmen.

Literacy Program: In Q11, 400 beneficiaries were served in the municipalities of Montelíbano and Puerto Libertador, department of Córdoba, and 125 beneficiaries in Antioquia for a total of 525 persons. The target of 1,000 beneficiaries is expected to be reached by Q12.

Infrastructure:

In Q11 the number of completed works increased by 10% with the completion of the construction of the bathrooms at Escuela Puerto Claver in El Bagre. The following activities are currently in execution: second stage of basic sanitation at San Rafael (Montelíbano), which is 55% complete; expansion of the educational institute La Paz, 20 de Enero branch (Apartadó), with a completion rate of 8%; expansion of the educational institute El Palmar (Montelíbano), and expansion of the rural educational institute Santa Inés de los Montes (Cáceres), with 7% completion.

The expansions plans of the rural educational institutes at Nueva Esperanza de Puerto Libertador and La Cabaña de San Pedro de Urabá have been approved and will be executed in Q12. The expansion of the educational institute Belén de Montelíbano has been formulated and is currently under review. Lastly, the two IDP activities are in the formulation stage: expansion of the educational institute San Pedro Claver de Apartadó and basic sanitation works for 250 displaced families at La Lucila urbanization in Turbo.

III. CROSS-CUTTING ACTIVITIES

The ADAM program is made up of a large number of integrated activities implemented at the municipal level. However, there are a number of common issues (finance, agribusiness, training for municipal councils, etc.) that cut across regions. These are presented below:

A. FINANCIAL SERVICES

During Q11, the ADAM Microfinance (AMP) program completed activities July 31, 2008. The performance from the inception of the project through July of this year has been strong. The provision of alternative sources of financial services to municipalities has increased dramatically. For example, in March 2007, at the time the Task Order with TSG started, only 37 ADAM municipalities had a financial institution. The *Banco Agrario* (a public bank) was the only institution in these municipalities. The AMP provided technical assistance and training to an additional 12 financial institutions which were either regulated or non-regulated to expand their outreach towards ADAM municipalities. At the end of its contract with ADAM, microcredit and savings accounts were offered in 74 ADAM municipalities. The AMP promoted competition among financial institutions in ADAM municipalities which allowed farmers and microentrepreneurs to benefit from a greater variety of financial products and lower interest rate.

Specific products were developed for the rural population where ADAM operates. At the beginning of the contract, the AMP focused its technical assistance to transfer, under international best practices, the individual microcredit lending technology. Later, the AMP persuaded the participant institutions to offer other market niche specific products such as village banking, rural microcredit, and agricultural microcredit. As of July 2008, there were 84,092 new clients (3.4 times more than the goal). The new borrowers were able to increase their income by capitalizing the business opportunities they had which was possible to loans disbursed by the assisted AMP institutions. From March 07 to July 08, COP\$127.012 million was disbursed, which was five times more than the goal set in the project. On average, each microentrepreneur got a loan equal to about \$625. Just a few of the performance highlights are included below. A more detailed description of other achievements can be accessed from the ADAM component leader.

- *Banco Agrario* is in the process of consolidating its village banking pilot project in Tumaco. This lending technology has proven to be one of the most effective to reach poor rural population. The pilot project was launched in May 2008 with a loan average equal to 300,000 (USD 168) requiring and biweekly payments. The success of this methodology can be shown by two facts: high retention rates as the first clients have already renewed their loans three times and zero delinquency. Most of the village banking clients are Afro-Colombian women.
- The loans disbursed in December 07 by *Financiera Compartir* to small coffee growers in Huila have been a complete success. By the end of September 2008, coffee growers had received their third loan. The loans have been renewed every six months (March and October), matching the coffee production cycle. The average loan amount is COP\$1,300,000 and allowed small farmers to finish the coffee drying process, which ultimately led them to sell their coffee at a higher price. The success of this pilot in Huila is replicable throughout the country.
- The Afro-Colombian and Indigenous populations have benefited greatly from this activity. More than half of the *Banco Agrario*'s and Bancolombia's NBCs are in municipalities where the rural population is equal or greater than 50% of the total population. The municipalities with a high component of Afrocolombians² are San Juan de Urabá, Necocli, Arboletes, and Caceres

(Antioquia); Buenaventura (Valle del Cauca); and Patia (Cauca). The municipalities with a great proportion of indigenous³ population are Cumbal, Aldana, Cuaspud y Guachucal in Nariño. The last three NBCs were opened in July 2008.

B. AGRIBUSINESS

Working within Colombian Social Context based Agribusiness Enterprises.

Executive Summary

During Q11th, J.E. Austin Associates, under ADAM Task Order A-J-I-C-DA-A-004 continued its presence and direction of integrating business planning methodology with disciplined follow-through in the implementation of Action Plans for agribusiness enterprises directly benefitting 1,964 families. Additional families will be incorporated through 2009 as new farm areas phase into production and the enterprises gain credibility. Each of the agribusinesses supported by this TO, while distinct in terms of product, are companies based in a social context, originally created to provide added value to the raw materials being produced by the growers and grower associations through the establishment of value-added processing, packaging, and/or assembly activities.

The past efforts of others to make the enterprises successful were used as valuable tools in the development of the Business Action Plans, using those experiences as assets rather than negatives.

Performance indicators for each enterprise have been established with the budget aggregates of three key drivers, common to each of the businesses, to be monitored each month through the financial action plans.

- Sales
- Costs
- Working Capital

Any trends towards cash flow problems or falling profitability will show up in these figures when compared against projected vs. actual financial reviews. These reviews are designed to be relevant and understandable by non-financially trained users, i.e. the owner/growers. If followed on a consistent basis, these key indicators will help spot problems early on and keep the owners aware of the current reality of their operation, increasing transparency and financial control of the enterprise.

A specific component of each Action Plan is a transfer of technology; a concerted effort to discipline the owners in the operation of their enterprise as a business. An important part of this component is the integration of the owners into the enterprise through leadership and decision making responsibilities. Historically, the owners/producers have had little or no confidence in their enterprises along with a healthy dose of mistrust. Through rigorous supervision, solid progress has been made in marketing, organizational structure, finance, accounting, technical production, and transparency aspects of the agribusinesses. The ADAM intervention provides guidance and supervision in all of these areas but does not “do the work”. The management and Board of Directors are involved in all aspects of the business development and the decisions therewith.

Significant challenges to the sustainability and long-term success of these enterprises are being addressed as efficiently and quickly as possible, working within the following constraints of the social context of the enterprises.

- Multiple decision makers.

- Grower/Owners as Board members with little or no experience and training.
- Lack of Professionals (attorneys, bankers, etc.) as Board members
- Annual turn-over of Board members is an inherent weakness of an enterprise created with a social context. To modify the configuration of a board requires modification to the corporate structure which requires the owner's consent (associations, cooperatives or social structures) which in turn requires time.
- Lack of communications between the owner/growers and the enterprise.
- Mistrust and lack of transparency.
- Consistent market planning and marketing/promotional programs.
- Forecasting of cash flows and strategic planning.

Important Note

Even though the agribusiness enterprises are projected to reach breakeven during 2009, not requiring further direct financial support from USAID, given the numerous challenges associated with operating sustainable producer-owned businesses enumerated herewith, it remains unclear if in the short amount of time available before the end of the ADAM/MIDAS projects will be an acceptable period of supervision that will ensure that the enterprises have adopted the business methods.

I. Agroamazonia, S.A. (Hearts of Palm)

Agroamazonia is in the business of buying, processing, and marketing hearts of palm grown by the grower/owners. Agroamazonia directly benefits 264 families while employing 50 full-time persons.

The company's financial statements have been successfully restructured through September 2008. The financial action plan will issue comparative operational reports for October. Thereafter, operational reports will be issued the 15th of each consecutive month, increasing transparency and financial control of the enterprise.

In July, a Technical Manager was hired and noticeable results of production efficiencies, process controls, and quality assurance in the area of processing have been achieved. Failure to calibrate the can seaming machine was detected by the Technical Manager and corrected. This technical oversight caused external damage to a significant percentage of the canned production.

As projected, Agroamazonia will continue to operate in deficit until exports are firmly established. Each month the enterprise is producing more product than national sales can support. Consequently, Agroamazonia's inventory of unsold product increases each month, currently exceeding COLP\$800,000,000 (\$400,000), choking the company's cash flow.

Accordingly, the project was compelled to adjust projections.

Exports to the enterprises' primary customer were pushed back due to required three months of documentation that record the quality control procedures established in the certification process. Consequently, the final audit to allow exports to this principal customer will occur in February of 2009, with exports to this customer expected to begin in March of 2009 instead of the original projections of December, 2008.

Therefore, since current national sales alone cannot absorb the total production of the enterprise, a decision was made to begin exports to a secondary export customer at less than break-even prices. The justification is three-fold; 1. Exporting the production removes the product from the national market, allowing the sell-down of accumulated inventory. 2. The net loss from the export sales to this

customer generates revenues and the mitigated loss is less than zero-sales. 3. The sales are regimented for a specific time frame until sales to the enterprises' primary customer can begin.

An additional setback was the sobering realization that national sales of the salad-cut product only represented 4% of total sales yet 40% of the harvested palm shoot (cogollo) can only be used for this particular product because of its fibrous content. Unsold inventory of the salad-cut product were increasing disproportionately to the other products. Hard decisions had to be made. After passionate meetings with the management and directors, the salad-cut production was reduced to approximately 1% of total production (a 39% decrease). Since shoots are purchased from the farmers individually, (i.e. per shoot), the reduced useable weight of each shoot increased the cost of the raw material.

As a result of these circumstances, the enterprises will have a cash short fall from October 2009 through June 2009, when the operation is projected to reach breakeven, of COLP\$975,000,000 (\$487,500), the approximate value of the unsold inventory.

Of this total, the enterprise is in the process of requesting a loan for working capital with the *Banco Agrario* in the amount of COLP \$500'000.000 (\$250,000). However, considering the accumulated losses of the company's financial statements and operational history, this avenue of funding is doubtful.

Following the Action Plan for this enterprise, progress continues in reaching the following objectives:

1. Increase customer awareness and national sales through joint marketing campaigns with the predominant supermarket chains and other promotional programs.
2. Exploring export markets for the salad-cut product in Europe, Uruguay and Argentina.
3. Continue the pay down of payables to member growers through sales revenues to increase the company's credibility.
4. Maintain full-time operation of the enterprise; processing an average of 131,000 shoots per month in the period between October of 2008 through May of 2009. Beginning in June of 2009, production of palm shoots will reach 150,000 per month.
5. Continue activities to obtain the quality certifications of I.S.R., HACCP, and B.P.M.
6. Continue strengthening management and Directors through consistent support and discipline along with continued social support to the owner organizations.

With adequate cash flow and considering sales from exports to the company's primary customer, Agroamazonia, S.A. is projected to be financially self-sustainable with operating profit margins above 10% in June of 2009.

2. Condimentos Putumayo, S.A. (Black Pepper & Spices)

Condimentos Putumayo, S.A. was constituted in 2004 and is located in Villagarzón, Putumayo and is in the business of buying, processing, and marketing the black pepper produced by the owner/growers. The enterprise directly benefits 250 families in 2008 with an additional 200 families in 2009. The enterprise employs 11 full-time persons.

The company's financial statements are current through September 2008. The Financial Action Plan establishes operational reports for the 15th of each consecutive month, increasing transparency and financial control of the enterprise.

One of the main focuses of the Action Plan created for Condimentos is establishing markets to absorb full production of pepper expected in 2009. Management has been proactive in adding five separate spices, purchased from independent farmers outside the Putumayo area, to increase the company's offerings, and thereby importance with the major supermarket chains.

The Action Plan also contemplates the installation of a packaging facility to be located in Bogotá for the specific purpose of adding value through retail packaging. Bogotá was chosen as the site for the packaging machine instead of Villagarzón because of freight considerations.

To increase transparency and trust in the enterprises' operation and provide better communications with the growers, the Action Plan calls for the hiring of an Assistant Manager (Sub-Gerente) appointed by the grower/owners to work alongside the General Manager. This will also allow the General Manager to focus on marketing and promotional plans in Bogotá.

To further fortify the company's importance and standing with the owner/growers, the Action Plan integrates into the company's structure an agricultural department which includes an agricultural extension service providing technical assistance and advances including fertilizers, assuring the supply of quality raw materials with maximum yields for both the grower and processor. A committee made up of growers from each area will manage these activities under the supervision of the General Manager and Assistant Manager.

The final Action Plan for Condimentos totaling COLP \$251,289,884 (\$125,644) was submitted to FUPAD in July of 2008, for subsequent submittal to ARD for funding.

As of September 31st FUPAD and ARD were in discussions of a new Task Order, holding the release of funds for the Action Plan.

Once funding of the Action Plan is released, it is projected that Condimentos S.A., will reach breakeven in 7 months.

3. Amazon Flowers, S.A. (Foliage)

4. Flores y Follaje Putumayo, S.A.

In 2004, Amazon Flowers S.A. and Flores y Follaje Putumayo, S.A., were created with ownership by private investors and the project beneficiaries. The model designed and implemented at that time involved private sector participation with controlling interests in the corporations. As a result, private investors controlled 52.97% of Amazon Flowers S.A. and 61.53% in Flores Putumayo S.A. This situation generated dissatisfaction among the producers because of limited influence in the decision-making within the companies. Decisions benefiting the economic interests of the controlling shareholders were generally imposed, giving rise to operational problems.

The second fundamental flaw in the project's original concept was transportation related. The flowers and foliage are transported to the processing plant on public transport and in many cases by mule. Because of the characteristics of the area, (condition of the roads, modes of transportation, security) transportation has a significant impact with the tropical flowers deterioration in product quality. The movement from the processing plants to the points of sale (supermarket chains, florists, and institutions) also carried out on public transport generates another layer of such problems for the tropical flowers.

The Action Plan for Amazon Flowers, S.A., reformulates the field production of the owner/growers to 100% foliage, eliminating tropical flowers as a supported component of the enterprise. Curiously and in contradiction to the company's name, this will convert Amazon Flowers, S.A. into the business of buying, processing, and marketing of only tropical foliage grown by the grower/owners.

Amazon Flowers directly benefits 62 families with the excellent possibility of expanding foliage production exponentially in the area because the Department of Putumayo is a proven good fit to the predominant soil and climatic characteristics of the region, with already established varieties flourishing. Tropical foliage suffers low levels of loss from the precarious and inefficient modes of transportation. Tropical foliages have low environmental impact, can be carried out in small

premises, and there are well established and significant domestic markets with the exporters of flower bouquets.

Progress continues in reaching the following objectives:

- Ownership of the company by grower/producers only.
- An integrated approach to the operation incorporating a technical assistance department within the enterprise to provide agricultural extension services to the growers.
- The establishment of grower committees to coordinate advances and purchases of raw material.
- Retooling of the production facilities to manage foliage.
- Implementation of a business structure for the enterprise including marketing.
- Negotiations with flower bouquet exporters.
- Monthly financial analysis with the Board of Directors to provide transparency and business planning through comparative analysis of actual results to projected.

The Flores y Follaje Putumayo, S.A. enterprise was abandoned because of complicated legal entanglements dating back to its formation. The remaining growers will be incorporated into Amazon Flowers, S.A.

Implementation and funding of the new Action Plan for Amazon Flowers requires that the private sector owners cede their shares back to the enterprise because of their unwillingness or inability to meet investment requirements for their continued participation. This legal process is underway and once completed, the enterprise is expected to reach its breakeven point in 10 months.

5. Forestal Cauca, S.A. (Saw Mill Operation)

Forestal Cauca, S.A., was constituted in 2004 with wood processing capacity designed to strengthen the forestry value chain for 7 indigenous communities (cabildos) in the Department of Cauca, benefitting 700 families. The enterprise is focused on the transformation and commercialization of products derived from natural forests, from primary processing (saw mill operation) through value added processing of prefabricated parts for construction such as flooring, tongue and groove parts, and moldings among others. The plant has been idle since November of 2007.

From the enterprises conception, there has been a lack of full participation by the seven communities in the activity of the enterprise. Rectifying this situation is a major focus of the ADAM agribusiness component's work with Forestal Cauca.

Accordingly, four months of discussions with the communities followed by private discussions within the communities were expended to reach a level of participation and acceptance of the new Action Plan to reactivate the saw mill. Obstacles to reach a consensus within the communities were numerous, not the least of which was the push by one community to operate the saw mill on their own. This was rejected by the other owner/communities and a final agreement on the action plan was reached on August 24, 2008.

The second and very important process in the reactivation of the saw mill is the selection of a General Manager. Despite concerns and worries with the operations continued inactivity, the ADAM agribusiness component's Action Plan does not initiate production operations until a qualified General Manager is in place.

In accordance with the Action Plan's primary directive, the selection and hiring of the General Manager is being decided by the producer/owners. The board is in the process of selecting a candidate from a recently issued directive (convocatorio) requesting CVs.

In the meantime, the owners agreed to hire a qualified engineer, recommended by the ADAM team, to commence the technical stages of the saw mill's preparation; coordinating the installations, repairs, and adaptations required to put the machinery, equipment, and facilities in optimum conditions for the saw mill's startup. Repairs and operator training will begin immediately once the diagnostic stage is completed.

To provide a high level of transparency and increase trust in the enterprises' operation, the Action Plan calls for the hiring of an Assistant Manager (Sub-Gerente) appointed by the communities to work alongside the GM. The General Manager and Assistant Manager will establish a committee that will organize ongoing communications and relations with each community and will manage the cutting schedule for the raw material.

The following are highlights of ongoing activities:

- Increased transparency of the operation through the financial action plan's monthly reviews with the Board of Directors comparing actual results vs. projected.
- Buyers have been approached and given projected production quantities with one major company expressing an interest to purchase all of the production.
- Raw material of pine wood within the 7 communities is estimated to keep the plant running at capacity for 14 to 18 months. To maintain a steady flow of raw material, the 7 cabildos have agreed to a 3rd party client list (buying outside of the member tribes) and allowing processing of 3rd party customers (maquila). Development of these activities and the use of Eucalyptus wood will assure continuity of the enterprise while the new forest plantations of the communities come into production.
- Harvesting of the new forest plantations are projected to begin in 2013.
- Discussions with MIDAS to establish new forestry level components of assistance to the communities through the Forestal Cauca enterprise have been initiated and include forest management, funding for advance purchases of raw material, and the transfer of a portable saw mill to Forestal Cauca from a separate project are ongoing.

Inherent weaknesses within the original structure of the enterprise continue to be addressed:

- The ownership distributions of Forestal Cauca with CONIF (in representation of USAID) hold 55% of the company shares while CONIF owns an additional 9.3%.
- The annual replacement of the seven community board members.
- The continued participation of two board members in representation of ADAM.

Once the plant is operational, efforts will be made to restructure the corporate by-laws to allow 3 year terms for board members along with gradually replacing current ADAM board members with qualified professionals such as bankers, attorneys, etc.

The ADAM agribusiness team projects that the enterprise will be operating profitably within 8 months once the saw mill begins operations

6. Mora (Blackberries)

Pitalito (APROFRUSA), Isnos, La Plata

The three blackberry associations in the Department of Huila supported by this component are in the business of producing the local Castillo variety of blackberries for the national market. The combined blackberry production in the department of Huila directly benefits 483 families.

The Castillo blackberry variety is not well known in the international market as the traditional varieties of Cherokee, Evergreen, and Marion. The projects are limited in their processing capabilities and consequently marketing efforts are focused on developing relations with national processors.

Under the supervision of the Subdirector Comercializacion Finanzas (Assistant Director for Commercialization and Finance) of the ADAM Alternative Production Program, a blackberry committee was established to coordinate support for the blackberry activities as a consolidated block. A production & volume schedule was completed for the consolidated Huila area, actualizing the projected dates and quantities of production through 2009. This work provides essential information for the negotiating process with potential buyers. The first major peak of production is now projected for February, 2009.

Development of a chemical analysis testing and evaluation program of the fruit was completed. The first test results showed no dangerous levels of any pesticides or herbicides, reflecting the success of the agricultural programs established by ADAM in the training and proper use of agricultural chemicals. The continued testing for chemical residues is desirable for the major processing companies; adding value to the product and creating a competitive edge for the growers.

Updated post harvest, packaging, transportation, and marketing costs were completed to assure accurate pricing and viability of the projects.

The ADAM agribusiness component, under the supervision of the ADAM Assistant Director for Commercialization and Finance, continues to provide a supporting role in transforming these associations into viable and sustainable business ventures. Progress continues in reaching objectives:

- Negotiations with interested buyers are being handled by the grower associations with guidance and support by ADAM.
- Analysis continues in determining needed infrastructure for post-harvest handling and packaging for both processing and fresh customers.
- Placement of logistically strategic collection center(s) remains under consideration.
- Harvest data information continues to be updated with a program of harvests dates and corresponding volumes.
- Work continues with post-harvest training seminars.
- Work continues to define and coordinate operations between the projects.

Summary Conclusion:

While the agribusiness enterprises mentioned herewith are projected to be running profitably before ADAM's mission winds down, it will be difficult if not impossible to project if the enterprises will be adequately disciplined to run their businesses without some type of behind-the-scene guidance. The ADAM agribusiness component will of course continue working to have the enterprises operating independently as soon as possible.

C. INTER-INSTITUTIONAL COMMITTEES

In a development context, the word “committee” is almost synonymous with “ineffective” or “bureaucratic.” However, committees, for all their real or apparent defects, are important mechanisms for establishing broad institutionalization in a program like ADAM. They are a clear reflection of the seriousness with which “Colombianization” is addressed within the program.

In this context, ADAM has established alliances with a variety of state entities and other international organizations to coordinate various efforts, such as programs to support Afro-Colombians or improve public services. Eight inter-institutional committees have been established to share information, define areas of intervention, and implement activities in several areas.

1. Municipal Councils: The Municipal Council Member Committee was established in April 2006 in coordination with *Acción Social*, the Office of Municipalities and Regions, the Ministry of Interior and Justice, the *Escuela Superior de Administración Pública* (ESAP) and *Federación Nacional de Concejos* (FENACON) to provide training to the 4,500 municipal council members on key subjects related to their daily responsibilities. Thus, the committee aims to broaden the knowledge and skill sets of municipal council members.

During Q11, work continued with the program on *Public Management and Rule of Law 2008-2009*, also known as *Viernes de Concejal*, holding three inter-institutional committees meetings for the preparation and evaluation of the following sessions:

July-Session VI: Responsibilities of the Council.

August- Session VII: Law on caucuses and political control

September-Session VIII: Inabilities and incompatibilities and Government Structure.

Average attendance of the three sessions: 3,000 councilmen trained.

Attendance remains high compared to the previous program, from which 918 councilmen graduated. Attendance by councilmen from ADAM municipalities is approximately 50%.

2. Culture, Citizen Security, and Convivencia: In conjunction with the President’s office through *Acción Social*, the Ministry of Interior and Justice, the Ministry of Education, the National Planning Department, the National Police, the Colombian Institute for Family Welfare (ICBF), and the *Departamentos Mas Seguros* Program (DMS), ADAM established the Culture, Citizen Security, and Convivencia (CCSC) Committee in April 2006. The committee aims to improve communication and information flow on CCSC issues in rural areas, extend coverage of National Programs to ADAM municipalities, and increase overall awareness on CCSC issues in rural areas.

During Q11, the ADAM Program has made progress in fulfilling the agreements/commitments established between USAID and the National Police. On this front, ADAM has been providing logistics and financial support for the event “International Seminar on successful citizen security experiences and the second meeting of governors, capital city mayors and Police commanders” (*Seminario Internacional de experiencias exitosas en seguridad ciudadana y el II encuentro de gobernadores, alcaldes de ciudades capitales y comandantes de Policía*), which will be held in Cartagena between November 19th and 21st. Also, it is refining the strategy for the formulation of the coexistence and security plans in five ADAM municipalities (Pitalito, Montelíbano, Tumaco, Puerto Asís, Aguachica and Tumaco), with the objective of including a rural perspective on these matters. Additionally, the Program will provide support to hold the workshop-seminars where citizen *convivencia* and security plans are to be designed.

3. Municipal Finance: Established in March 2007, the Municipal Finances Committee includes the National Planning Department (DNP), *Procuraduría General de la Nación*, *Contraloría General de la Nación*, *Contaduría General de la Nación*, *Dirección General de Presupuesto*, FCM, FENECON, and ADAM. The

Committee aims to build cooperation agreements for designing national public policies on municipal finance and disseminate the DNP's accountability policies.

In response to the needs of the new administrations, during this quarter ADAM has carried out activities aimed at the financial strengthening of the municipalities. As a result of the work done specifically on this matter, an assessment on the municipalities' administration was received. These assessments indicated a lack of knowledge of the legal framework and insufficient knowledge by municipality officials of the local treasury departments (*secretarias de hacienda*). Based on this information the ADAM team identified the specific actions and the level of work required to address these issues during a series of training sessions on various topics.

In addition, it was found that substantial work must be done on the formulation and implementation of processes and procedures that contribute to improve internal revenue collection⁴, tax control and coercive debt collection measures, which are vital for public administration sustainability. Consequently, work has been done on developing, adjusting and/or formulating budget statutes and tax laws, which the city mayors must present to the municipal councils during the month of November.

At the departmental level, specifically in the case of Santander, strong points and weaknesses of internal processes and procedures of the Treasury Departments (*Secretarias de Hacienda*) have been evaluated in a participatory manner. Based on this evaluation critical areas were identified, for example, the identification of "contingent liabilities".

Likewise, the departmental administration has been assisted the tax planning framework document for the medium term, which is essential for decision-making by tax authorities, because even though the Municipal Treasury Department (*Secretarias de Hacienda*) is responsible for it, there is no institutional mechanism established for its preparation, discussion and approval.

4. Public Services: The Public Services Committee was established in September 2006 to better coordinate the efforts of various international and government entities to improve municipal level public services (especially in rural areas) and public policy on water and health. The committee consists of the Ministry of the Environment, Housing and Land Development (MAVDT), the Regulatory Commission for Drinking Water and Basic Sanitation (CRA), *Acción Social*, the Superintendent of Public Services (SSPD), DANSOCIAL, UNICEF, the Pan-American Health Organization (OPS), and ADAM.

Following the guidelines established in the committee, utilities regulations, and the methodologies developed by MAVDT, ADAM will focus its activities on the expansion and improvement of water and waste management services. The process began by identifying the municipalities' weaknesses in providing services and their root causes. Subsequently, proper strategies and programs have been established together with the municipal administrations and communities.

During Q11, within the framework of the public policies established for the sector and according to the methodology developed by the MAVDT, work has been performed on strengthening the water and/or sanitation management organizations in ADAM municipalities. This work has been undertaken specifically in the departments of Tolima, Huila, Cauca, Nariño and Antioquia.

In this area, training was delivered for community leaders, rural plumbers and the *Juntas de Acción Comunal (JAC)* managers in rural plumbing and costs and tariffs, obtaining significant progress on management indicators of the organizations that are participating in the process.

5. Women: The Women's Committee was established in March 2007 with the President's Office for Woman's Equality, UNIFEM, GTZ, NDI, FCM, FENACON, USAID, and ADAM. It seeks to

promote the participation and political inclusion of women's organizations and to disseminate information on their political status and impact in politics throughout the country.

Within the framework of the activity, "Public Policies and Indigenous Women, the challenge of inclusion in local development", and with the participation of the Presidential Council on Women's Equality (*Consejería Presidencial Para la Equidad de la Mujer*), inter-institutional roundtables were launched with Indigenous authorities, municipal administrations and Indigenous Women's Organizations in the municipalities of Cumbal and Aldana. As a result of this process a joint agenda is being developed that focuses on ethnic gender issues in order to produce public policy through affirmative action at the local level.

6. Afro-Colombian: The Afro-Colombian Committee was established in March 2006 by *Acción Social*, the Ministry of the Interior and Justice, the Ministry of Social Protection, USAID, IOM/PADF, MSD, the University of Florida, MIDAS, and ADAM to coordinate efforts to support and benefit the Afro-Colombian population. ADAM staff continues to provide assistance to the Committee on their deliberations and particularly coordination of development plans. The Committee continues to meet, with ADAM technical assistance provided

During Q11, ADAM provided technical assistance and training to AMUNORCA, the Association of Municipalities of North Cauca, in order to develop regional development plans. For example, ADAM supported plans to gain a greater commitment from local mayors and their administrations, including the private sector, to promote the Chamber of Commerce of Northern Cauca. By doing so, the Chambers of Commerce will promote employment generation, establish vocational training for youth, and pursue overall strategies regarding basic sanitation and productive activities. This is an important part of ADAM's strategic assistance in the region to help organize communities and provide entities with a higher degree of institutional development.

Important agreements and results of the National Afro-Colombian Conference (CNOA by its acronym in Spanish) were included and placed in 38 municipal-level development plans. These plans specified contributions -- roles and responsibilities -- of several grass roots organizations such as UOAFROC, AFROLIDER, RECOMPAS, Red de Mujeres AfroColombianas, Proceso de Comunidades Negras, and Cimarron. These groups are the strongest and most dedicated, but the passion for change in this region is strong with over 165 AfroColombian grass roots organizations. These groups will be assisted by the leadership of CNOA and ADAM technical staff in areas of education, health, housing, productivity enhancement, organizational strengthening and human rights.

ADAM provided technical assistance and financial resources to AMUNAFRO to participate in negotiations with the World Bank in Washington DC. An agreement between the two parties was approved at \$1.6 million for institutional development for 16 municipalities of Afro-Colombian populations in el Pacifico, Norte de Cauca, Costa Atlantica, Chocó and Antioquia.

Tumaco Community Councils: ADAM provided technical assistance and training to strengthen the local governments, RECOMPAS and fourteen Community Councils in the Afro-Colombian communities. The first step is to develop with the groups a roadmap or guide to administer their collective land in areas such as security, productive land use and particularly the management of rich natural resources. The second step is to lead focus groups and workshops to develop consensus on the basic principles of governance. These rules are to be approved at the general assemblies of each council over the next quarter.

Community Participation: New participation activities were launched with the intention of assisting farmer communities and vulnerable groups in the municipalities of El Bagre, Zaragoza, San Pedro de Urabá, Necoclí, Turbo and Apartadó. Additionally, a strengthening activity was launched with the Community Councils of the municipalities of El Bagre and Zaragoza, focusing on the participative formulation of the Environmental Management Plans for each of their collectively-owned territories

7. Youth: Since April 2007 ADAM has been working with The President's Office for Youth Programs, the Vice-Presidency of the Republic, the Ministry of the Interior and Justice, UNDP, GTZ and FESCOL to implement the Youth Development Agenda which aims to incorporate young people's views in local decision making.

In the development of the agreement entered into with *Mundo Vital* the youth of the municipalities of Iles, Potosí and Cuaspud, during Q11, managed to consolidate their communications project as a result of their training on the rule of law and their sharing of experiences. These elements determined the activities to be carried out and led to the proposals that were included in the Municipal Development Plan as an input for the formulation of public policies with a generational perspective.

This result evidences the growing involvement of youths in municipal administration affairs and Law 375 of 1997- Law on Youths, as well as their training on matters such as leadership, communication skills and team work.

In the framework of the Technical Assistance for the Strengthening of the Municipal Youth Council and its organizational process in the municipalities of Pitalito, Isnos, La Plata, Gigante and Rivera, an activity is to be launched with the objective of articulating new actors and scenarios to the strategy such as School Radios, Student Government Councils, ICBF Youth Clubs and active youth organizations. The expected outcome is a Municipal Youth Council that would act as a youth integrator and spokesperson that is widely acknowledged by young people as a scenario to propose and manage public policies for their benefit.

8. National Citizens Radio Program: The National Citizens Radio Program committee was established in June 2006 to support the local radio program implemented by the Ministry of Culture. It includes *Acción Social*, the Ministry of Culture, National Parks, UNDP, Fundación Oleoductos de Colombia, USAID, IOM/PADF, and ADAM, and seeks to expand opportunities for public debate on local policy issues and improve citizen participation in local decision-making. The program is being implemented in twelve departments and forty municipalities and recent topics of interest have included displacement, teenage pregnancy, youth participation, development, and the 2007 elections.

The ADAM Program and the Ministry of Culture have successfully concluded the Citizen Radio activities implemented during the second and third years of the project. During Q11, ADAM has established in work committees the operations model for the remainder of 2008 and 2009 focusing on: a) promoting radio show production at community and public interest radio stations, as a means of enabling them to produce their own radio shows with local content and broad community participation, and b) promote the strengthening of the community and public interest radio stations so they are open to community participation and are widely known by media helps impulse social and civic processes. The above aims at generating a management and operational model that may be replicated in other municipalities, as well as the generation of the methodologies, instruments and working tools required for the sustainability of the radio stations and the promotion of participative public discussion processes.

D. OTHER INITIATIVES

Marketing

During this quarter trimester efforts for the establishment of new commercial agreements were made. The most relevant were:

Alquería: At the moment this company is in the evaluation process of the milk producers of Santander, Antioquia and Putumayo to decide on the signature of an agreement that includes technical and logistical support.

Casa Luker: With this company an agreement with five producing organizations of cacao from the Magdalena Medio region has been established (Bolívar, Santander and Cesar). This agreement guarantees security and stability to the commercial processes, supports technical teams within organizations, allows them to grow in the internal market and get to know international markets. Additionally, the company gave the first purchase order for 60 tons blackberry for October of 2008 to January of 2009.

Juice Producer -*Postobón:* work has been done to reach commercial agreements with the national and international market (concentrate and pulp) of andina blackberry . ADAM is working so that in short term the organizations related to production of andina blackberry in Cauca and Huila can initially sign provision contracts for periods between 3 and 6 months.

Levapán: it has released favorable concept for the negotiation of 50 tons of Huila's andina blackberry for next year. The negotiations for the specific terms of this business have begun.

ADAM has worked in the strengthening of the technical teams in commercial support to the producers in the departments of Antioquia and Putumayo. Support to *maracuyá* and milk producers has been given in Antioquia, as well as pisciculture producers in Putumayo in order to organize and improve their commercial processes so they can fulfill their commitments at a national level.

Finally, the three producer organizations of blackberry in Huila have reached a joint commercial strategy and have developed complementary actions based in the collaboration to guarantee the permanent supplying of buyers.

Municipal Planning

As a result of the assistance given to municipal planning, several activities with the objective of delivering the instruments and tools supported by the Program were held. In turn, the process to identify complementary activities (stage 2) has begun. These are essential in order to consolidate the work done by ADAM in the municipalities and ensure the sustainability of the processes, appropriate use of the tools, and flexibility of planning methodologies.

In the framework of this process and following the close out of the activity "Strengthening of Institutional Development and Participative Training for Territorial Integration" implemented by Codesarrollo, the *planes veredales* were delivered to the municipal administration of Montelíbano. The Strategic Plan of ASOCOMUNAL was also delivered during Q11. This is the guideline document for the inclusion of the region's community development processes. It should be pointed out that the methodologies used to develop the plans at the various territorial levels are based on the principle of participation, and thereby involve a variety of sectors and social and community representatives.

Another result of the assistance provided on planning processes is the one delivered by AMAY to the municipalities of San Vicente, El Carmen de Chucurí and Landazuri. These *Planes Agrarios* were consolidated as the first input and contribution of the program towards the formulation of the Rural Development Plan lead by the Department of Santander as part of the administration's strategic plan.

Institutional Development

Providing assistance to *Juntas de Acción Comunal* (JAC), as a strategy to strengthen the institutions closest to ADAM's beneficiaries, is a key component of ADAM's Local Governance Component. The work is based on training new officials as they begin their public functions. Technical assistance and day-to-day support has been offered to JACs in the departments of Putumayo, Huila, Santander and the Magdalena Medio region in management, control mechanisms, and accountability.

In strengthening the association of Municipalities of the Magdalena Medio Region, during Q11, a workshop was held with associations that have received public recognition for their development efforts in their territories. As a result of this experience-sharing event, the Mayors who are members of the Association of Municipalities of the Magdalena Medio region (*Asociación de Municipios de Magdalena Medio*) expressed their commitment and willingness to strengthen the association's management. During the event's closing activity, it was highlighted that the association of municipalities is making progress in terms of institutional consolidation and a viable and relevant service portfolio that meets the requirements of its associates.

In addition, through the progress made on activities to strengthen the JAC, ASOJUNTAS and the community development departments of the municipalities of San Pablo, Simití and Santa Rosa, the Center for Regional Studies of the Magdalena Medio Region (Centro de Estudios Regionales del Magdalena Medio – CER) supported the internal organization of the councils. This promoted participative processes for the councils to present, through their association, initiatives to the municipal administrations. Some of these initiatives were included in the municipal development plans.

ADAM worked with the Secretary of Government of the Department of Santander and the Foundation Claridad Colombia to lead the promotion and renovation of JAC representatives in ADAM municipalities with an emphasis on promoting a gender perspective. As a result and based on the survey taken during the process, it was found that the workshops and the training helped increase women's participation by 76% (compared to those who only got support from the *casa de participación*) to the point that in three of the six municipalities the councils have a majority of women.

Indigenous Populations

With the goal of supporting the cultural recovery and governability of *cabildos*, ADAM has developed a strategy to strengthen indigenous communities in the departments of Huila and Tolima based on thorough leadership training and the recovery of traditional elements of justice and culture. These activities will be implemented by regional indigenous councils from the two departments, with the support of the ADAM Local Governance Component.

Examples of successful internal and territorial organization within indigenous communities can be seen in several projects already in their final phases. Following a novel process of community capacity-building, Shaquiñan has made advancements in the financial aspects of the *cabildos*, as well as formalizing territorial plans with input from different political and social parties active in the area. Work in *Aciesna* guaranteed better living conditions through improved food security and fortifying government structures, as well as demonstrating how a fractured community can flourish by coming together.

Community Communication

Local communication is essential to many of ADAM's participatory activities. ADAM has gone beyond traditional media to establish communication processes that enable governability and the exercise of citizenship. With the operator PALCO, Antioquia made great strides in improving the visibility of youth and women's movements and forcing local authorities to respond to their interests.

From an ethnic perspective, communication has been a key tool in promoting coexistence between multiple ethnicities and in building a culture of peace. In the Totoró *cabildo*, the program promotes

social action through community communication, which is then channeled into development planning, organizational strengthening, and community participation.

Support to National and Regional-level Programs

As described in the 2008 Annual Work Plan, ADAM will support national and department-level programs that benefit large numbers of ordinary Colombian citizens and which contribute to a favorable political image with both local communities and national government institutions. ADAM has budgeted \$1.3 million of its 2008 budget to support these types of programs in hopes of increasing awareness of existing national program in rural areas.

In ADAM municipalities in the Departments of Nariño and Córdoba, assistance has been provided for the “Family Educator Program”, which is an element of the policy proposed by the Presidency of the Republic and the Colombian Family Welfare Institute (Instituto Colombiano de Bienestar Familiar – ICBF) to assist families in matters related to risk and vulnerability factors. Through household assistance, families are provided services to strengthen their roles as their children’s educators, caretakers and protectors, and in some cases they are also forwarded to competent authorities. In this respect, in the case of Nariño, 700 persons have been serviced in this manner. In Antioquia, progress has been made in identifying the families to begin the assistance process during the next semester. It should be pointed out that one of the main contributions of ADAM, in addition to increasing the Program’s coverage, is its work in the rural areas. Thus, a program that is being implemented in the municipal town centers is able to increase its field of action to the rural areas, thereby providing assistance to the families and also helping to provide institutional and government presence to these areas.

Upcoming activities will include the identification and formalization of the assistance provided by ICBF and ADAM in the activities to be carried out in Cauca and Tolima.

Literacy (Assistance to the Ministry of Education on increasing the coverage of the “Literacy Program for Illiterate Youths and Adults” -SIMAT by its acronym in Spanish- in rural areas): In the Departments of Huila and Tolima the training cycles are coming to an end. The regional ADAM office has been following up on ADAM beneficiaries to verify their graduation. At the same time, the office has made progress on identifying new beneficiaries to be signed up for SIMAT in the next quarter.

In the case of Antioquia and Cauca, the ADAM Program has been carrying out activities of promotion, identification of new beneficiaries and follow-up on the groups that have already been established. At the same time it has assisted in the teacher training activities performed by the Ministry prior to the start of the training cycle.

Health Services (*Delivery and promotion of Health Services for rural populations in ADAM production centers in the departments of Huila and Tolima - PROFAMILIA-*): The activities related to health promotion in ADAM municipalities in Huila and Tolima have focused on awareness-building and information drives on the importance of health and healthcare rights, information and prevention talks, creation of Mobile Health Brigades (BMS by its acronym in Spanish) and delivery of medical services. One of the main achievements worth highlighting was the high level of commitment and involvement displayed by the municipal administrations (health department), the Social Policy Council and the Municipal Hospital, among others. An example of this was the leverage obtained for the services provided by the brigades in the municipalities of Planadas and Rioblanco (Tolima), where through this activity ADAM assisted 243 persons, while the hospital assisted an additional 204 persons. The above is evidence of the coordination and institutional mobilization generated to provide services to families in rural areas for such high-priority matters as healthcare.

In the case of Santander, through the assistance provided by the Program, progress was achieved not only in the planned vaccination drives and educational sessions, but also in the development of an institutional diagnosis with the purpose of establishing an intervention strategy focusing on the improvement of municipal management, the establishment of oversight committees, the attainment of the goals of the local health plan and the delivery of training on health matters. At the same time, this activity has been directly articulated with the production processes. Through the ECAS, training is provided on subjects that have been prioritized by ADAM producers to enable them to properly manage their surroundings and basic hygiene practices for their personal and work lives.

The Value of Words: During this quarter, the Huila and Tolima regional offices made progress on the implementation of this project. With the assistance of the local coordinators and in coordination with the *Consejería de Programas Especiales*, the second training session for teachers was delivered and the second round of reading comprehension tests was held. One of the features of this project's implementation has been the high level of commitment displayed by the municipal administrations. The municipalities have mobilized around this program with the involvement of parents from the rural areas in the activities to promote reading, such as the "Reading Club", where in addition to partaking with their children, parents also become beneficiaries of the project. The fact is that the educational communities of the ADAM areas have been reinvigorated.

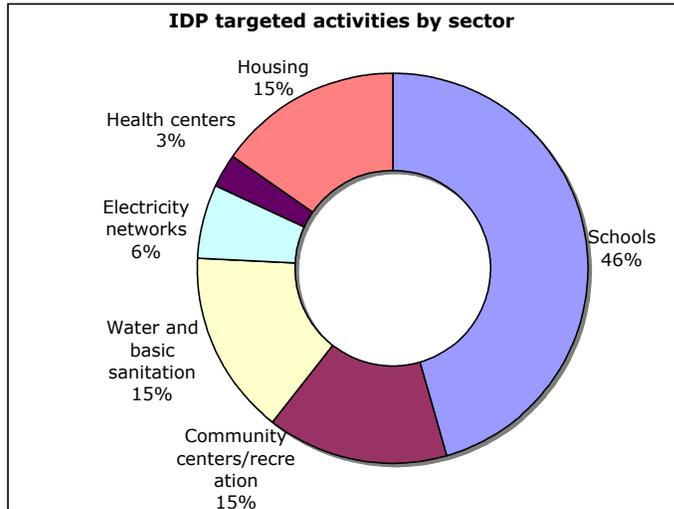
Campesino Games: ADAM supported the organization and holding of sports events targeted at the rural and Indigenous populations, as well as training of 188 sports leaders in the ADAM nuclei. This creates awareness about the importance of taking an active role towards peaceful coexistence practices both in the sports field and in their personal lives. At the same time, progress was made with INDER Huila in the process of certifying these leaders as sports administrators.

Assistance to the documentation drive promoted by the National Government: Based on its work in the rural areas of different municipalities the ADAM Program has identified the need to assist the documentation drive promoted by the national government through various local-level institutions. This is the case of the Governor's Office of Antioquia which, under the leadership of the first lady of the department, has been implementing a drive to ensure that the citizens have the minimum documentation required to exercise their civil, political, economic and cultural rights. The documents (civil registration, ID card, citizen ID) are issued to citizens free of charge. The contribution of the government office is to ensure that the institutional platform is available to carry out the process (registry offices and hospitals) and to provide any other required logistics support. ADAM, on its part, in addition to facilitating the summoning process in the rural areas, has contributed with some of the expenses related to transportation from the rural areas and snacks for the events. In this way, 3,365 persons from the municipalities of Arboletes, San Juan de Urabá and San Pedro have benefited from the activity. During the upcoming quarter the drive will be performed in the remaining ADAM municipalities.

In Huila 994 persons from Pitalito and Algeciras were benefited with this campaign.

IV. IDP ACTIVITIES

ADAM continues to play a critical role as a member of the National Committee for IDPs, in coordination with *Acción Social*, CHF, PADF, and IOM. The committee continues to meet regularly and identify and consider social infrastructure activities to support IDPs. ADAM has completed



twenty-three of these activities to date and ten more are in implementation.

Through September 2008, ADAM has spent \$3,903,308 million on 33 infrastructure activities targeting displaced persons. To date, 9,249 families have been benefited, of which 3,817 families are displaced. SIF/IDP activities targeting IDPs (SIF/IDP) concentrate mainly in school construction and or school improvements including classrooms, bathrooms, and school cafeterias. Other SIF/IDP projects include water and basic sanitation, family and recreation centers, electricity networks, and housing. The graph

provides the specific breakdown by sector of ADAM's SIF/IDP activities completed or in implementation to date.

ADAM uses a separate budget for infrastructure activities targeting IDPs and reports its contribution to indicators that pertain to USAID's third strategic objective (SO-3), *Successful Reintegration of IDPs and Support to Other Vulnerable Groups*, although ADAM does not have separate targets/goals for these indicators. The description for each indicator is based on the cumulative results at the close of Q11.

- **Number IDPs Benefited⁵:** A total of 13,557 IDPs benefited from the thirty-three SIF/IDP activities completed or in implementation through September 2008. A disaggregation by age corresponds to 42% children under the age of 14, 23% youth (ages 15-24 years), and 35% people over the age of 25. Among IDP beneficiaries, 51% are women, while 49% are men. The majority of the displaced persons benefited are *mestizo* (81%), while 12% are Indigenous and 7% are Afro-Colombian.

- **Number of Families Provided with Adequate Housing:** ADAM has contributed with the construction of sewage and aqueduct networks in five housing activities targeting IDPs in Pasto, Santa Rosa, Montelibano and Tumaco. Four hundred and ninety-seven (497) IDP families and 157 vulnerable families benefit from these activities. These families are 76% *mestizo*, 21% Afro-Colombians and 3% Indigenous.

- **Persons with Improved Access to Adequate Safe Water Supply:** Eighteen infrastructure activities targeting IDPs contribute to people's improved access to safe water supply, including two water treatment plants, improvements to cafeterias and/or sanitary units in ten schools, 1 aqueduct constructions, and 5 housing activities. Eight thousand three hundred and fifty-two (8,352) IDPs and 21,391 vulnerable people have benefited from these activities.

⁵ The unit of measure for this indicator is individuals, not families.

- **Private funds leveraged:** To date, 33 infrastructure activities targeting displaced persons in 9 departments anticipate private counterpart contributions totaling US\$2,146,105
- **Public funds leveraged:** To date, 33 infrastructure activities targeting displaced persons in 9 departments anticipate public counterpart contributions totaling US\$6,432,286
- **Full time jobs created for IDPs:** A total of 141 full time equivalent jobs have been created for displaced persons through their participation as construction workers in infrastructure activities.

Completed SIF/IDP Activities

Twenty three infrastructure activities benefiting 9,249 families have been completed through Q11 of which 3,817 families are displaced. The total value of the 23 completed activities is US\$7.6 million, of which ADAM contributed about US\$2.4 million or 32%.

Table 9: 23 SIF/IDP Activities Completed through September 2008

Location	SIF/IDP Activity	Results
Popayán (Cauca)	(1) Education: Construction of school cafeteria and sanitary units in <i>Alejandro de Humboldt</i>	479 total families benefited (including 122 displaced families) and 6.2 jobs created. Funds disbursed: COLP\$ 168,096,518: ADAM 86%, Municipality 13%, community 1%. <i>FIS-IDP-005-G-004 (Asociación de Padres Alejandro Humboldt)</i>
Patía (Cauca)	(2) Education: Construction of a school in the Agricultural Institution, <i>La Fonda</i> .	117 total families benefited (including 15 displaced families) and 1.9 jobs created. Funds disbursed: COLP\$ 61,782,128: ADAM 76%, Municipality 23%, community 1%. <i>FIS-IDP-036-G-038 (JAC – Vereda, La Fonda)</i>
Totoró (Cauca)	(3) Education: Construction of four classrooms and one sanitation unit in <i>AMALAKA</i>	184 total families benefited (including 52 displaced families) and 8.5 jobs created. Funds disbursed: COLP\$ 247,631,387: ADAM 81%, AMALAKA foundation 14%, Municipality 5%, community 1%. <i>FIS-IDP-024 G-018 (JAC - La Viuda)</i>
El Tambo (Cauca)	(4) Education: Construction of school cafeteria and sanitary units in the <i>San Carlos Ed. Center</i>	327 total families benefited (including 47 displaced families) and 4.4 jobs created. Funds disbursed: COLP\$ 198,734,906: ADAM84%, Municipality 15%, community 1%. <i>FIS-IDP-030-G-023 (Junta de Padres de Familia San Carlos)</i>
Pitalito (Huila)	(5) Housing: Construction of day-care center and recreational park	147 total families benefited (including 117 displaced families) and 6.7 jobs created. Funds disbursed: COLP\$ 246,089,276: ADAM71%, Municipality 28%, community 1%. <i>FIS-IDP-007-G-003 (ASCDI)</i>
Neiva (Huila)	(6) Education: Construction of Community Center and Sports Center in <i>Puerta del Sol</i> .	220 total families benefited (including 75 displaced families) and 5.9 jobs created. Funds disbursed: COLP\$ 333,100,712: ADAM54%, Municipality 45%, community 1%. <i>FIS-IDP-025-G-010 (Asoc. De Vivienda de Desplazados del Sur)</i>
Mocoa (Putumayo)	(7) Housing: Electrification project <i>Palermo Sur</i>	123 total families benefited (including 105 displaced families) and 2.7 jobs created. Funds disbursed: COLP\$ 153,483,084: ADAM 84%, electricity providers in Putumayo 10%, Municipality 4%, community 2%. <i>FIS-IDP-006-G-005 (Asoc. Comunitaria de Desplazados Palermo Sur)</i>
Villagarzón (Putumayo)	(8) Housing: Electrification Project, <i>vereda of Naranjito</i> .	50 total families benefited (including 33 displaced families) and 2.7 jobs created. Funds disbursed: COLP\$ 105,060,526: ADAM 92%, Municipality 6%, community 2%. <i>FIS-IDP-031-G-024 (JAC - Naranjito)</i>

Santa Rosa (Bolívar)	(9) <u>Housing</u> : Housing project for ASOMIND	138 total families benefited (including 88 displaced families) and 17.7 jobs created. Funds disbursed: COLP\$ 1,567,559,769: ADAM 32%, PADF 19%, <i>Acción Social</i> 17%, PDPMM 16%, ASOMIND 16%. <i>FIS-IDP-017-G-008 (ASOMIND)</i>
Popayán, Sotara, and Timbio (Cauca)	(10) <u>Water</u> : Regional Aqueduct, <i>Rionegro</i>	1,265 total families benefited (including 59 displaced families) and 41 jobs created. Funds disbursed: COLP\$ 864,325,724: ADAM 66%, Municipality 23%, community 11%. <i>FIS-IDP-002-G-001 (Asoc. Acueducto Rural de Rionegro)</i>
Puerto Caicedo (Putumayo)	(11) <u>Basic Sanitation</u> : Sewage system, <i>La Isla</i>	23 total families benefited (including 21 displaced families) and 1.2 jobs created. Funds disbursed: COLP\$ 219,213,360: <i>Banco Agrario</i> 72%, ADAM 13%, community 1%, Department 10%, IOM 3%. <i>FIS-IDP-101-G-061 (JAC - ASODESCA)</i>
Ibagué (Tolima)	(12) <u>Basic Sanitation</u> : Sewage system, <i>La Miel</i>	100 total families benefited (including 91 displaced families) and 8.7 jobs created. Funds disbursed: COLP\$ 264,429,996: ADAM 65%, Municipality 18%, CORTOLIMA 8%, community 8%. <i>FIS-IDP-164-G-103 (JAC - Nueva Esperanza Hacienda La Miel)</i>
Nátaga (Huila)	(13) <u>Education</u> : Construction of sanitary units in the Educational Center, <i>Las Mercedes</i>	230 total families benefited (including 3 displaced families) and 1.2 jobs created. Funds disbursed: COLP\$ 67,535,300: ADAM 54%, Municipality 44%, community 2%. <i>FIS-IDP-179-G-119 (Asociación de Padres De Familia Institución Educativa Las Mercedes)</i>
Puerto Parra (Santander)	(14) <u>Education</u> : Multifunctional center within a local day care center	108 total families benefited (including 60 displaced families) and 4.3 jobs created. Funds disbursed: COLP\$ 233,385,903: ADAM 88%, Municipality 11%, community 1%. <i>FIS-IDP-131-G-068 (Asc. de Padres de Hogares de Bienestar)</i>
Rivera (Huila)	(15) <u>Education</u> : Construction of school cafeteria	265 total families benefited (including 27 displaced families) and 2.6 jobs created. Funds disbursed: COLP\$ 151,930,889: ADAM 72%, Municipality 26%, community 2%. <i>FIS-IDP-176-G-116 (Asoc. de Padres de Familia Institución Educativa Misael Pastrana Borrero)</i>
Popayan (Cauca)	(16) <u>Housing</u> : Phase three of the construction of a Family Community Center	205 total families benefited (including 111 displaced families) and 10.5 jobs created. Funds disbursed: COLP\$ 510,394,953: ADAM 95%, COMFACAUCA 4%, community 1%. <i>FIS-IDP-167-G-107 (Asociación de Vivienda Nuevo Amanecer)</i>
Isnos (Huila)	(17) <u>Education</u> : Construction of school classrooms and bathrooms.	505 total families benefited (including 12 displaced families) and 3.5 jobs created. Funds disbursed: COLP\$ 109,706,355: ADAM 60%, Department 29%, Municipality 9%, community 2%. <i>FIS-IDP-185-G-122 (JAC del Alto de los Ídolos)</i>
Montelíbano (Córdoba)	(18) <u>Housing</u> : Sanitary housing project, <i>San Rafael</i>	101 total families benefited (including 86 displaced families) and 6.2 jobs created. Funds disbursed: COLP\$ 1,352,276,124: ADAM 22%, MAVDT 65%, Municipality 12%, community 1%. <i>FIS-IDP-126-G-079 (Corporation desplazados de Montelíbano)</i>
Pasto (Nariño)	(19) <u>Housing</u> : Housing project <i>Juan Pablo II</i>	219 total families benefited (including 100 displaced families benefited) and 16.5 jobs created. Funds disbursed: COLP\$ 2,260,597,520: ADAM 30%, Municipality 23%, Department .3%, Environmental Ministry 1.5%, IOM 23%, Familias Desplazadas housing fund 6%, Diocese of Pasto 13%, ACNUR 3.3%. <i>FIS-IDP-008-G-002 (Asoc. Comunal de Juntas de la Comunal 10)</i>
Puerto Sais (Putumayo)	(20) <u>Education</u> : Construction of school cafeteria, <i>Santa Teresa</i>	689 total families benefited (including 168 displaced families) and 5.4 jobs created. Funds disbursed: COLP\$ 155,252,375: ADAM 53%, Municipality 46%, community 1%. <i>FIS-IDP-141-G-084 (Asoc. de Padres de Familia de la Institución Educativa Santa Teresa)</i>

Mocoa (Putumayo)	(21) <u>Education</u> : Construction of a school, <i>Fray Plácido</i>	509 total families benefited (including 207 displaced families benefited) and 7 jobs created. Funds disbursed: COLP\$ 363, 494,040: ADAM 79%, Department 30%, community 1%. <i>FIS-IDP-157-G-092</i> (<i>Asoc. de Padres de Familia Instituto Fray Plácido</i>)
Puerto Asís (Putumayo)	(22) <u>Education</u> : Construction of school cafeteria, <i>San Francisco</i>	417 total families benefited (including 132 displaced families benefited) and 4.4 jobs created. Funds disbursed: COLP\$ 212,483,902: ADAM 81%, Municipality 18%, community 1%. <i>FIS-IDP-162-G-093</i> (<i>Asoc. De Padres de Familia Instituto San Francisco de Saís</i>)
Popayan (Cauca)	(23) <u>Basic Sanitation</u> : Construction of an aqueduct network	301 total families benefited (including 235 displaced families benefited) and 63.3 jobs created. Activity funding: COLP\$ 4,759,366,314: ADAM 11%, FONVIVIENDA 62%, PADF 14%, community 7%, HABITAT 6%. <i>FIS-IDP-186-G-123</i> (<i>Asoc. de Vivienda Lomas de Comfacauca</i>)

SIF/IDP Activities in Implementation

As mentioned above, to date ADAM has invested in 33 infrastructure activities targeting the displaced population, 10 of which are in implementation. ADAM has committed US \$1.5 million for these 10 activities, or 24% of the total cost. In addition to the 10 activities below, four projects are currently in the pipeline including the expansion of a school kitchen and cafeteria in Popayán (Cauca), the construction of a waste disposal network in Pitalito (Huila), the construction of phase 1 of a school in Pitalito (Huila), and the construction of two school laboratories in Tarqui (Huila). ADAM has submitted these four projects to USAID for approval and construction is planned to begin no later than Q12. Finally, ADAM-ARD-FIS-IDP-294 for the construction an obstetrics facility in El Tambo (Cauca) has been signed and the first disbursement is to be given soon.

Table 10: 10 SIF/IDP Activities in Implementation at the end of September 2008

Location	SIF/IDP Activity	Targets	Results to Date (Sept. 2008):
Neiva (Huila)	(1) <u>Education</u> : Construction of the school, <i>Eduardo Santos</i>	Total – 600 IDPs – 138	617 total families benefited (including 24 displaced families benefited). Activity funding: COLP\$ 814,850,749: ADAM 55%, Municipality 44%, community 1%. <i>FIS-IDP-188-G-126</i> (<i>Asoc. De Padres de Familia del Centro Eduardo Santos</i>)
San Pablo (Bolívar)	(2) <u>Housing</u> : Housing Project – Phase I, <i>Enraizar</i>	Total – 100 IDPs – 100	123 total families benefited (including 99 displaced families benefited). Activity funding: COLP\$ 1,576,579,395: ADAM 24%, Municipality 17%, community 6%, PDPMM 17%, electricity providers in Santander 1%, <i>Acción Social</i> 21%, FUPAD 14%. <i>FIS-IDP-202-G-128</i> (<i>Asoc. De Desplazados del Campo ASODESCAM</i>)
Villagarzón (Putumayo)	(3) <u>Education</u> : Construction of classrooms, <i>Maria Auxiliadora</i>	Total – 101 IDPs – 51	95 total families benefited (including 45 displaced families benefited). Activity funding: COLP\$ 282,675,019: ADAM 61%, Municipality 7%, community 1%, Gran Tierra 7%, Department 24%. <i>FIS-IDP-209-G-129</i> (<i>JAC de Canangucho</i>)
Tumaco (Nariño)	(4) <u>Basic Sanitation</u> : Construction of aqueduct and waste disposal network	Total – 192 IDPs – 142	137 total families benefited (including 124 displaced families benefited). Activity funding: COLP\$ 2,746,348,983: ADAM 17%, Municipality 7%, community 7%, <i>Banco Agrario</i> 45%, Plan Internacional 2%, <i>Acción Social</i> 15%, OIM 7%. <i>FIS-IDP-216-G-134</i> (<i>Asoc. Comunitaria de Vivienda de Población Desplazada Cristo Rey</i>)

Ibagué (Tolima)	(5) <u>Water</u> : Treatment plant and installation of water meters	Total – 1,461 IDPs – 268	1,315 total families benefited (including 340 displaced families benefited). Activity funding: COLP\$ 391,456,455: ADAM 53%, Municipality 16%, community 31%. <i>FIS-IDP-226-G-144 (ACUAMODELIA)</i>
Montelíbano (Córdoba)	(6) <u>Housing</u> : Sanitary housing project – Phase 2, <i>San Rafael</i>	Total – 102 IDPs – 102	2 total families benefited. Activity funding: COLP\$ 1,375,878,348: ADAM 22%, MAVDT 66%, Municipality 11%, community 1%. <i>FIS-IDP-215-G-134 (Coop. Desplazados de Montelíbano)</i>
Mocoa (Putumayo)	(7) <u>Education</u> : Construction of classrooms and sanitary units, <i>Simon Bolivar</i>	Total – 180 IDPS- 73	60 total families benefited (including 19 displaced families benefited). Activity funding: COLP\$ 226,762,249: ADAM 56%, Municipality 44%. <i>ADAM-ARD-FIS-IDP-221 (JAC Puerta del Sol)</i>
Apartadó (Antioquia)	(8) <u>Education</u> : Construction of classrooms	Total – 243 IDPs - 41	165 total families benefited. Activity funding: COLP\$ 567,533,161: ADAM 51%, Municipality 48%, community 1%. <i>ADAM-ARD-FIS-IDP-222 (Asoc. Padres de Familia de Institución Educativa La Paz)</i>
Neiva (Huila)	(9) <u>Housing</u> : Housing project for Puerta del Sol	Total – 183 IDPs - 73	85 total families benefited (including 62 displaced families benefited). Activity funding: COLP\$ 4,025,457,809: ADAM 9.9%, Municipality 9%, PADF 8.3%, PROHUILA 4.2%, <i>Acción Social</i> 12.3%, Departamento 9%, Minist. Medio Ambiente 47%. <i>ADAM-ARD-FIS-IDP-233 (Asoc. de Vivienda Desplazados del Sur)</i>
La Plata (Huila)	(10) <u>Education</u> : Construction of classrooms and sanitary units, <i>San Sebastian</i>	Total – 250 IDPs - 63	68 total families benefited. Activity funding: COLP\$ 190,215,153: ADAM 55%, Municipality 43.3%, community 1.6%. <i>ADAM-ARD-FIS-IDP-258 (Asoc. Padres de Familia sede San Sebastian)</i>

V. COMMUNICATIONS AND OUTREACH

Overview

Q11 allowed the Communications and Outreach (C&O) group to ratchet up its creativity a few notches in order to significantly expand the dissemination of existing and future communications products that promises to impact on positive change in large swaths of Colombia where ADAM has achieved remarkable results. This past quarter offered the chance to test the hypothesis that good communications can legitimately move beyond information delivery *per se* and impact opinions and behavior (as evidenced by the evaluation of the first phase of the Putumayo communications campaign) and also explore new opportunities for targeting audiences in Colombia, and the US via its social documentary work (Caracol and CNN). Its support of agricultural product marketing intensified (particularly with Agroamazonia) and the size and diversity of the electronic bulletin *Recorrido* continued to grow. Regional media exposure remained solid during the quarter.

Progress

In Q11, important progress was made in several areas, including:

New opportunities for dissemination: As reported in Q10, the Bogota-based C&O group has invested significant effort in the development of high-quality, social documentaries that permit USAID to present its impact in a far more tangible and accessible way than either free press or radio can do. An exciting new offshoot of this activity – based on the successful documentary on the voluntary coca eradication process in the community of *Carmen de Piñuña* in Putumayo - is the possibility of developing a series of 2-minute shorts for Caracol TV that would permit USAID’s work with ADAM to be aired in the 7:30 to 8 pm primetime news slot. Negotiations are ongoing. Likewise, discussions have begun with PAS with the objective of attempting to position some of this same material with the US media giant, CNN, and possibly others.

Putumayo campaign evaluation: The Putumayo Communications Campaign is deliberately ambitious. It attempts to demonstrate that with sound analysis, strong creativity and high-quality production, USAID can move beyond simple information delivery and awareness- raising by digging deeper and to impact the “hearts and minds” of a much larger section of the population. This type of communication’s strategy is challenging, but we are making strong headway. Given a natural degree of skepticism with which this type of campaign is often greeted, ADAM has been extremely rigorous in its analysis, drawing on feedback from four sources:

1. **Focus groups** (6 in total, repeated twice to date) that incorporate a representative sample of Putumayo society (urban-rural, male-female, young-old, Program beneficiaries and non-beneficiaries).
2. **Direct feedback** from commercial and community radio stations working with the campaign.
3. **Meetings** with Putumayo institutional stakeholders (the Governor’s office, local mayors, the Police, the Army, the Regional Environmental Corporation, etc.).
4. **“On-the-street “Interviews** with Putumayo citizens to gauge reactions to the campaign.

The results focus on two areas: (i) those pertaining to broader perceptions in key thematic areas, which are important in defining both the context in which the campaign operates, as well as guiding the design of individual communications products and delivery mechanisms, and (ii) stakeholder appreciations of the first phase of the campaign. Both can be found in the first phase evaluation document; only those pertaining to the latter will be referred to hear.

The principal conclusions are as follows:

1. The decision to move ahead with an “anonymous launch” undoubtedly created additional interest in the campaign.
2. The ADAM program was effectively isolated from the campaign to reduce any unwanted distortion in the first phase.
3. The campaign identity – *Volvamos a la Vida* - has very high recognition (50 %+) for this stage of the campaign (12 weeks).
4. Clearly the most effective communication mechanism has been the Radio Soap, *Rio de Pasiones*. More than half the focus group participants had heard at least one episode and institutional stakeholders and radio stations (both community and commercial) talk enthusiastically about its novelty and impact. A number of local priests are using it as the basis for discussions on values within their parishes.
5. Listener feedback and radio station evaluations suggest that radio soap alone has reached some 120,000 listeners. Furthermore, focus group feedback shows that it is possible for USAID to transmit relatively sophisticated and hard-hitting messages to isolated rural communities (involved or at risk from the illicit economy) in an effective way.

Phase II of the campaign, which includes institutional identities and changes focus towards a more positive, constructive tone, is currently being planned and socialized with regional stakeholders.

Agricultural product marketing: The C&O group has begun to make important inroads into supporting the sales and marketing of agricultural products within the ADAM-USAID Program. These include coffee, blackberry, trout and hearts of palm. The latter is representative of the value of this kind of input as many agricultural projects begin to mature. The Agroamazonia experience is a big challenge on all levels and the J.E. Austin group is spearheading a new business model within the company. However, regardless of improvements in productivity and processing capacity, Agroamazonia faces a stark reality: unless it



The “catch 22” of AD success

One of the central arguments for strong dissemination in AD initiatives is that it expands the possibilities for attitudinal and behavior change beyond a relatively small group of direct beneficiaries, thus magnifying impact. One of the clearest examples of this is the emergence of non-beneficiary communities in project areas that are willing to move out of illicit production. The “Putumayo Experience” is serving as a good example where success of voluntary eradication of coca in Carmen de Piñuña has generated a “domino effect” with another 16-18 surrounding villages wishing to do the same. Unfortunately, this opportunity for more emphatically establishing a licit culture in Putumayo is constrained by: (i) a lack of resources in USAID and AS to fund additional projects and (ii) an official policy position of “non-negotiation” with coca growers, despite the existence of financially attractive demobilization schemes for paramilitary and guerilla groups, both of which are heavily involved in the narcotics business. This represents a major challenge to policy makers to seize on new opportunities in the drug war for both Colombia and the US.

considerably improves its sales, principally in the national market, the future looks bleak. With that in mind, a new marketing identity has been developed with inputs from technical staff and Agroamazonia employees. The new identity is developed around the character of “*Pico Palmito*” and includes new materials, a web site and promotional activities (see text box below).



Support to VIP visits and other USAID events: Q11 was a quiet month for official visits. The full list of 5 visits included:

1. August 4-5: Meeting with campesino representatives, Putumayo.
2. August 12: Two school cafeteria inaugurations in Puerto Asís, Putumayo.
3. September 11 – 12: Infrastructure inaugurations in Pital, Tarqui and Isnos, Huila.
4. September 11 – 14 Sept.: Specialty Coffee Trade Fair in Neiva.
5. September 23 – 24 Sept. Meeting with the Governor of Putumayo.

Media Outreach: ADAM media outreach remained solid during the quarter (detailed in Table 11 below). It fell a little in Magdalena Medio due to ongoing discussions with USAID on a regional press launch based upon a new regional electronic bulletin. No press was generated in Tolima due to a deliberate attempt to maintain a low profile given the increased levels of FARC activity in the area. Examples of ADAM in print media can be found in Annex D.

Reporting: The ADAM communications team worked closely with the Program Officer and COP on the Q10 report in English and Spanish.

ADAM-MIDAS Collaboration: Senior ADAM and MIDAS communications staff continued to interact on a regular basis, most recently in the context of the development of a C&O strategy for the propose work under the Afro-Indigenous Earmark.

Table II: Analysis of ADAM-Generated Media Exposure in Q1 I

Region	Date of Appearance	# Magazine Articles	# Newspaper Articles	TV/Radio	Themes
National	Report of CCI in <i>Portafolio</i> on ADAM-financed blackberry project (1)				
Huila	July August September		7		Campesino event in Pitalito. Teacher training as part of the <i>Valor de la Palabra</i> Program. Campesino event in Nátaga. USAID/ADAM Project revision in Huila. Pitalito in G24 meeting.
Cauca	July August September		6	1	Progress of horticultural/fruit project in Popayan US Ambassador visit. Meeting between USAID and Governors of Cauca, Huila and Nariño.
Magdalena Medio	July August September		7	1	SIF projects in the Municipality of Cimitarra. New alternatives for displaced people. Support to communications cooperatives. Increased investment in coffee projects. Signing of cooperation agreement between ADAM and the Governor's office in Cesar. Sixth National Donor Conference.
Putumayo	August			4	TV spots on CableNet, Canal 10 and local news on visit by the Mayor of Puerto Asís to a SIF Project at the <i>Instituto Técnico Industrial San Francisco de Asís</i> . Inauguration of school cafeteria project by Cristina Barrera appeared on the program <i>La Alcaldía y usted</i> .
Nariño	August September		2		US support to Pacific coast communities. Support to social housing projects in Imbibi.
Antioquia/ Córdoba	August		1		ADAM support to official documentation campaign in Antioquia.
Tolima			0		

VI. CONTRACTS AND GRANTS

There were a number of changes that were initiated in Q11 as a result of the merger of the ADAM and MIDAS C&G units. Both the SIMA approval and SIMITS (Invoice Tracking System) programs were designed and implemented for the ADAM program during the quarter. Training was provided to all the regional and Bogota staff on the use of the Invoice Tracking System and it is expected to be fully up and running during the last quarter of 2008. A number of other procedural changes were made for approvals of changes to budgets and other administrative changes to existing contracts and grants. The unit focused heavily on providing training and assistance to the technical areas to ensure that all changes could be implemented smoothly and effectively.

A new Task Order was negotiated and signed with FUPAD which should carry them through the end of the ADAM Program in 2010.

Achievements during Q11

Sixty (60) instruments were signed during the quarter, increasing the total number of signed instruments through September 2008 to 318. In addition, the Office of Contracts and Grants (OCG) processed 31 instrument modifications and received USAID approval on four waivers.

Tables 12 - 14: ADAM Signed Instruments through September 2008

INSTRUMENT	DURING Q11	TOTAL THROUGH SEPTEMBER 2008
Signed Contracts	34	111
Signed Task Orders	0	32
Signed Grants	26	175
TOTAL	60	318

INSTRUMENT	DURING Q11
Signed Contracts DA	2
Signed Contracts GL	29
Signed Contracts SU	3
TOTAL	34

INSTRUMENT	DURING Q11
Signed Grants DA	5
Signed Grants GL	6
Signed Grants FIS	9
Signed Grants FIS-IDP	6
TOTAL	26

Table 15: Contractual Actions during Q11

CONTRACTUAL ACTION	DURING Q11	TOTAL THROUGH SEPTEMBER 2008
Waivers (Approved by USAID)	4	21
Modifications	31	190
Close Out	27	42

The OCG prepared and received approval for two source and origin waiver requests for the local procurement of plants and animals as well as other commodities that will be required by the Alternative Development (AD) component during 2008. In coordination with the technical staff and the ADAM regional office, C&G conducted field visits to project beneficiaries and training sessions for regional staff for all four regional offices.

Goals and Future Activities for Q11

The OCG will continue to monitor the financial and technical compliance of all signed instruments. The C&G office has contracted the external audits for agreements that received and expended US\$500,000 or more during 2007 and the results will be ready during Q12. The unit will also be closing out grants and contracts that have been completed and will continue to train staff and new grantees on grant procedures and processes. In addition, the Compliance team will spend much of their time in the field working with grantees to resolve compliance issues and prepare for the external audits and grant closeouts. The focus of the compliance team will be on providing training and guidance on compliance and the management and of their agreements.

VII. FINANCIAL REPORT

During Quarter 11, ADAM's expenditures totaled \$14.7 million. In the area of Contracts and Grants for the Alternative Development, Local Governance and Infrastructural components commitments increased from last quarter by U.S. \$ 27.6 million to a new total of \$93,278,424; obligations increased by \$17,921,200 to a new total of \$78,031,740; and expenditures increased by \$11.2 million to the new level of \$56.144,693.

The following table provides information on actual expenditures through and including September 2008, as well as, the new projections through December 2008.

Table 16: Expenditures through September 2008 and Monthly Projections for October-December 2008

Month / Year	AWP 2008 Projections	Actual Expenditures / Revised September 08 Projections	Program Year Summary
2006			PY1 (2006) - \$9,795,844
2007			PY2 (2007) - \$35,652,991
Jan 2008	\$4.6 million	\$2,423,547.52	<u>Original PY3 2008 Projection</u> = \$56.7 million (Monthly projections used 2000 / \$1 exchange rate) <u>Revised PY3 2008 Projection</u> = \$59.5 million (Monthly Projections used 1869 / \$1 exchange rate)
Feb 2008	\$5.5 million	\$3,743,895.07	
March 2008	\$6.9 million	\$4,930,928.37	
April 2008	\$5.0 million	\$4,921,928.37	
May 2008	\$5.2 million	\$5,676,493.45	
June 2008	\$4.3 million	\$5,770,075.20	
July 2008	\$4.7 million	\$4,455,495.91	
Aug 2008	\$4.3 million	\$5,664,678.04	
Sept 2008	\$5.0 million	\$4,580,985.07	
Oct 2008	\$3.0 million	\$5.52 million	
Nov 2008	\$4.5 million	\$5.73 million	
Dec 2008	\$3.7 million	\$6.15 million	

From January to September, ADAM's total expenditures stood at about \$ 42 million and, although there was a slight decrease in September due to slight delays in the contracting process and premature projections for some projects, projections for the next three months are higher due to the acceleration in agricultural activities after the rains. ADAM projects in Q12 an estimated \$17.4 in expenditures and will approach \$60 million by year's end. This increase in the projected performance is partly explained by the accelerated pace of agricultural productive activities, and the start of the implementation of the Productive Ethnic Territories / Afro Colombian- Indigenous Ear Mark.

Summary of Contracts and Grants Line Item

As over half of ADAM's budget will be expended through contracts and grants, movement of this line item provide a good snapshot of programmatic progress. The following table is organized by CLIN and provides information on contracts and grants.

Table 17: C & G Expenditures by Quarter through September 2008

ADAM COMPONENT	CONTRACTS & GRANT EXPENDITURES(US\$)				
	Q8 (Oct-Dec 07)	Q9 (Jan-Mar 08)	Q10 (Apr-Jun 08)	Q11 (Jul-Sept 08)	Through September '08
DA	5,441,221	5,844,066	10,038,251	8,975,634	42,140,977
GL (includes FIS/ADAM)	1,916,565	1,822,514	1,771,174	1,390,064	10,100,407
FIS / IDP	543,053	557,419	602,847	839,657	3,903,308
TOTAL	\$7,900,838	\$8,223,999	\$12,412,272	11,205,355	56,144,692

During the Q11 the ratio of C & G expenditures compared to total ADAM expenditures continues to rise, reaching 76% of total expenditures. This trend will continue during the rest of the project, 2008, 2009, and beyond.

To date (Work Plan period of 2008) the total accumulated expenditures in contracts and grants equals \$31.8 million which is equivalent to 75% compared to the projected / estimated total for this programmatic line item in the Annual Work Plan.

The following table shows the amount of funds committed and obligated from the inception of the project through September 2008

Table 18: ADAM Commitments & Obligations from inception through September 2008

TYPE OF ACTIVITY	COMMITMENTS	OBLIGATIONS
Alternative Development	76,393,751	61,604,623
Local Governance	8,872,240	8,559,331
Infrastructure (including FIS/ADAM & FIS/IDP)	7,560,194	7,529,553
Apply to all three components	542,239	338,233
TOTAL	US\$93,368,424	US\$78,031,740

As of September 30, 2008, the level of commitments in contracts and grants (signatures of over 320 activities) reached \$ 93 million which is an increase of \$27.6 million over last quarter. Obligations equal \$78 million. These increases represent steady progress in implementation. The details of all approved and signed activities as of September 30, 2008 are found in Annex C.

Please refer to Q11 Financial Report (two pages) attached separately that includes tables on the approved PY3 Budget broken down by CLIN (Local Governance-CLIN 1, Alternative Development-CLIN 2, and Internally Displaced Persons-CLIN 3). Table 1 of the attached Financial Report provides the budget through year 3, expenditures to date for each CLIN and line item, and the balance of funds to be spent through the end of year 3. Table 2 shows the five-year budget amount (\$189,998,971) broken down by line item, CLIN, expenditures, and balance.

VIII. SECURITY OFFICE

Activities

1. The 2008 security training program for ARD/Colombia staff on prevention and management of kidnapping was completed. Five hundred and thirteen people were trained over a span of a few months in 34 separate sessions including ARD/Colombia staff and consultants, as well as, primary subcontractors' staff (TSG, PADF and JE Austin).
2. General security training sessions were conducted for 16 new ARD/Colombia employees and consultants.
3. A page dedicated to security was put into operation on the ARD/ADAM/MIDAS Intranet. From this page employees can access the security handbook and up to date information regarding security issues throughout Colombia.
4. A drill to test the Communications – Cascade Security Tree was conducted- reaction time was favorable and some significant lessons learned were identified.
5. The following trips (by both air and land) were approved, coordinated, and monitored by the security team during the quarter:

Table 20: Trips Approved by the Security Office during Q1 I

PROGRAM	DESTINATIONS			TOTAL
	Dept. Capitals	Municipalities	Veredas	
ADAM	295	510	173	978
MIDAS	533	287	118	938
SHARED FUNCTIONS	16	4	49	69
USAID	3	20	8	31
TOTAL	847	821	348	2,016

ADAM/MIDAS Security Incidents during Q1 I

1. A travel security hold was put in place in areas surrounding Cimitara, Santander from July 8th to July 14th as a result of the assassination of the Mayor of Landazuri's father by an unknown illegal armed group. In response to this murder the military carried out offensive operations in the area. ADAM and MIDAS both have activities in this region that require frequent site visits.
2. On July, MIDAS Forestry technicians had to reprogram site visits to the Rio Guapi region due to fumigations in the area.
3. On August 10, Small Medium Enterprises (SME) staff visiting a beneficiary's home in the *corregimiento* La Hermosura, Bolivar Municipality in Department of Santander, called the Bogota's Control Center to report that they feared they were being observed by two suspicious men. ARD's Control Center reported this to the Bolivar Police who responded by sending an official to escort the staff to the nearest urban center. The suspicious men left the scene just before the police arrived.
4. On September 3, two FEDECACAO employees carrying out work under a MIDAS Agribusiness activity in the Municipality Tierra Alta, Córdoba were confronted by two unidentified men who warned them not to use GPS units in the region.

Special Report—Productive Ethnic Territories (TEP)/Afro-Colombian and Indigenous Earmark Work Plan and Progress

USAID has created a special initiative that integrates and complements ADAM projects for targeted vulnerable populations in strategic economic areas. Considering the accumulated experience USAID Programs have had in the field during the past three years, as well as the efforts made in terms of working with the communities and creating trust and consensus, USAID strives to attain sustainable long term development in Afro-Colombian and Indigenous Autonomous territories in the Departments of Nariño, Cauca, and Valle del Cauca in Southwest Colombia.

During the first phase, USAID identified these regions based on geographic location and socio-economic conditions, presence of illegal armed groups / or illicit crops, as well as consultations and prioritization with *Acción Social*, the Colombian Government's Agency for Social Work and International Cooperation. The program is called TEP (Territorios Etnicos Productivos or Productive Ethnic Territories) and is a major geographic initiative and U.S. Congressional 2008 earmark of about \$12 million. ADAM's portion is valued at \$6 million. The program is made up of a series of income and employment generating activities designed to improve the livelihoods through enhanced regional economic development while maintaining respect for cultural and ethnic traditions. Essential in the design and development of all TEP activities is the active participation of the communities involved and utilization of existing productive systems. The implementation of the TEP initiative will be carried out through a joint effort through USAID Program Contract and Grant Implementers (MIDAS, ADAM, IOM, PADF), and the Government of Colombia, both at national and local levels. The implementation period for the TEP is from August 2008 to December 2009.

The Work Plan will be approved by USAID soon. The technical approach is based on key production and marketing elements. 1) Organizational: Emphasis will be given to community – level organizations and strengthening general management capacity to self govern *resguardos* and *Consejos Comunitarios* as well as other grass roots organizations to develop design, evaluation and management of activities, 2) Food security: Productive projects will acknowledge traditional approaches to agricultural diversification and sustainability of production and marketing systems to ensure food security in these regions, 3) Integrated Production systems: This involves several factors to enhance human and land productivity. Examples include:

- Strengthening the family units' primary production practices, increasing production, widening the productive base, improving the quality of agricultural products, and introducing the concept of processing raw materials so as to achieve secure, stable access to markets.
- Strengthening business organizations that link community efforts and resources with private and public sector initiatives for the harvesting of renewable and non-renewable natural resources in a sustainable and rational way.
- Organizing regional producers' networks so as to allow better market positioning, establishing the necessary infrastructure for productive development and the formation of institutional alliances.
- Coordinating actions among the Community Councils, producer organizations and associations, territorial entities, decentralized institutes, the Autonomous Regional Corporations, and any other institutions oriented towards developing regional productive chains and prioritizing projects and synergies.

4) Market Access and Sustainability: The focus is on increasing sale capacity and securing production commercialization since project formulation, while complying with TEP principals.

Strategic alliances and market contracts with the private sector will be a measurement of sustainability. All of the projects involved in this initiative will undergo a rigorous analysis in order to determine technical, financial, economic and commercial feasibility.

ADAM has already designed the first round of projects (actual value is \$6 million) and had a jumpstart on process methodologies ie “concertaciones” by developing 71 Municipal Initiatives under the ADAM project during the last two and one-half years. The following ADAM projects are ready to go and will comply with the Congressional earmark of disbursement and project achievement by September 2009. Despite the productive and market focus of the Earmark, there is a growing awareness that equal emphasis should be given to institutional development in some targeted communities. It is important to note that ADAM plans to use complementary funds and technical assistance and training from the ADAM program and staff to build the core institutional development capacities in specific targeted projects. An illustrative list of ADAM’s activities includes sugar cane, cacao, banana production, specialty coffee, and agro-forestry.

AFRO EARMARK PROJECTS

Projects approved by TEP Committee

Name of Project	Product/Sector	Departamento	Beneficiaries
Mejoramiento de la calidad de la Actividad Panelera	Caña panelera	Nariño	300
Establecimiento de 600 Has de Cacao bajo sistemas agroforestales y Manejo Integrado de plagas y rehabilitación de	Cacao / Coco	Nariño	1070
Actividad silvopastoril y mejoramiento del proceso de transformación y comercialización de leche	Silvopastoril	Cauca	450
Establecimiento y rehabilitación de 1000 Has de cacao	Cacao	Cauca	500
TOTAL BENEFICIARIES			2320

Projects in Formulation

Name of Project	Product/Sector	Departamento	Beneficiaries
Producción y comercialización de flores y follajes	Flores exóticas	Nariño	90
Producción y comercialización de bananito	Bananito	Nariño	250
Establecimiento de 600 Has de Cacao bajo sistemas agroforestales	Cacao	Nariño	200
Producción y comercialización Piscícola	Piscicultura	Nariño	30
Mejoramiento de la calidad y comercialización de cafés especiales	Café	Cauca	200
Apoyo al mejoramiento del procesamiento y la calidad de cana panelera	Cana Panelera	Cauca	300
TOTAL BENEFICIARIES			1070

ANNEX A: 71 ADAM MUNICIPALITIES

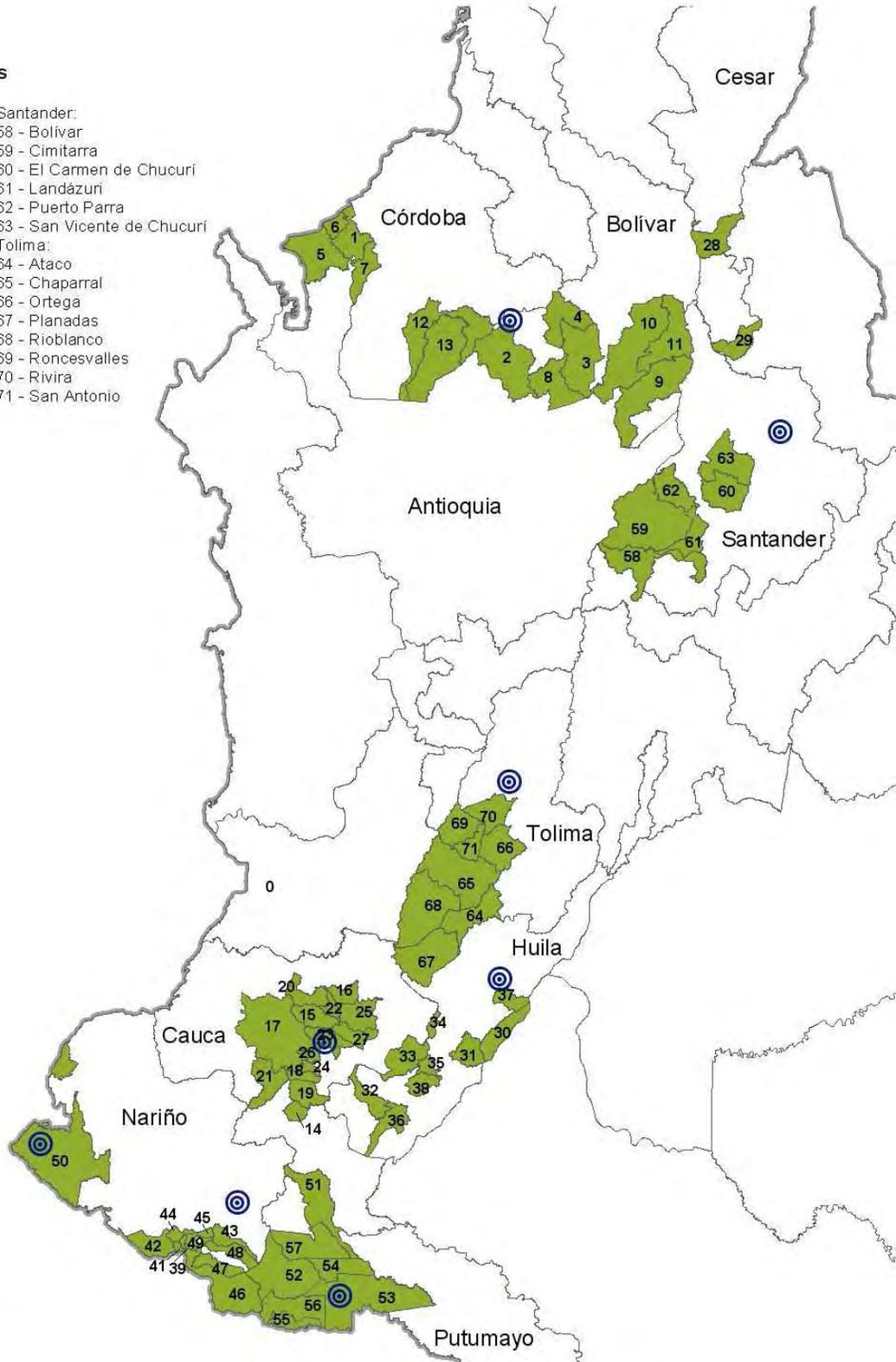
Map 7: 71 ADAM Municipalities

Key:

⊙ Regional offices

■ ADAM Municipalities

- | | |
|-------------------------|-----------------------------|
| Antioquia: | Santander: |
| 1 - Arboletes | 58 - Bolívar |
| 2 - Cáceres | 59 - Cimitarra |
| 3 - El Bagre | 60 - El Carmen de Chucurí |
| 4 - Nechí | 61 - Landázuri |
| 5 - Necoclí | 62 - Puerto Parra |
| 6 - San Juan de Urabá | 63 - San Vicente de Chucurí |
| 7 - San Pedro de Urabá | Tolima: |
| 8 - Zaragoza | 64 - Ataco |
| Bolívar: | 65 - Chaparral |
| 9 - San Pablo | 66 - Ortega |
| 10 - Santa Rosa del Sur | 67 - Planadas |
| 11 - Simití | 68 - Rioblanco |
| Córdoba: | 69 - Roncesvalles |
| 12 - Montelíbano | 70 - Rivira |
| 13 - Puerto Libertador | 71 - San Antonio |
| Cauca: | |
| 14 - Almaguer | |
| 15 - Cajibío | |
| 16 - Caldonó | |
| 17 - El Tambo | |
| 18 - La Sierra | |
| 19 - La Vega | |
| 20 - Morales | |
| 21 - Patía | |
| 22 - Piendamó | |
| 23 - Popayán | |
| 24 - Rosas | |
| 25 - Silvia | |
| 26 - Timbío | |
| 27 - Totoró | |
| Cesar: | |
| 28 - La Gloria | |
| 29 - San Alberto | |
| Huila: | |
| 30 - Algeciras | |
| 31 - Gigante | |
| 32 - Isnos | |
| 33 - La Plata | |
| 34 - Nátaga | |
| 35 - Pital | |
| 36 - Pitalito | |
| 37 - Rivera | |
| 38 - Tarqui | |
| Nariño: | |
| 39 - Aldana | |
| 40 - Contadero | |
| 41 - Cuaspud | |
| 42 - Cumbal | |
| 43 - Funes | |
| 44 - Guachucal | |
| 45 - Iles | |
| 46 - Ipiales | |
| 47 - Potosí | |
| 48 - Puerres | |
| 49 - Pupiales | |
| 50 - Tumaco | |
| Putumayo: | |
| 51 - Mocoa | |
| 52 - Orto | |
| 53 - Puerto Asís | |
| 54 - Puerto Caceido | |
| 55 - San Miguel | |
| 56 - Valle del Guamuez | |
| 57 - Villagarzón | |



ANNEX B: ADAM DAIRY ACTIVITIES

Annex B addresses USAID/Colombia's request to monitor FY2008 expenditures and indicator results of ADAM's dairy activities.

Through September 2008, ADAM has committed US\$4.3 million toward 11 dairy activities in Antioquia, Cauca, Huila, Nariño, and Santander. To date, just about one-half or \$2.9 million has been disbursed. ADAM received its first FY2008 obligation from USAID on April 25, 2008. Expenditures since April 25 equal US\$1,439,591. Table 21 provides commitment and expenditure information for each activity through Q11.

Table 21: Commitments & Expenditures on ADAM's 11 Dairy Activities

Activity Number	Activity Name	Total ADAM Commitment (COLP\$)		Expenditures before April 25, 2008 (COLP\$)	Expenditures April 25th - June 30th 2008 (COLP\$)	Expenditures July 1st - Sept. 30th 2008	FY2008 Expenditures (COLP\$)	Remaining Funds (COLP\$)
ANTIOQUIA								
1. ADAM-FUPAD-DA-035	Sistemas silvopastoriles: Norte Urabá	507.627.563	*	333.671.480	60.458.014	0	394.129.494	113.498.069
2. ADAM-FUPAD-DA-027	Silvopastoril: El Bagre, Zaragoza y Nechí	965.554.142	*	67.874.276	287.904.642	106.880.744	462.659.662	502.894.480
CAUCA								
3. ADAM-ARD-DA-210	Modelo de manejo ganadero sostenible: La Vega	215.598.502		0	43.448.655	0	43.448.655	172.149.847
4. ADAM-ARD-DA-041	Fortalecimiento silvopastoril: Pitayo	715.248.213		318.660.637	71.986.500	75.353.250	466.000.387	249.247.826
HUILA								
5. ADAM-ARD-DA-192	Silvopastoril: La Plata & Nátaga	366.372.359		0	0	67.778.886	67.778.886	298.593.473
NARIÑO								
6. ADAM-ARD-DA-01-FASE II	Leche: Iles, Cuaspud y Potosí	339.314.523		50.897.178	176.245.552	0	227.142.730	112.171.793
7. ADAM-ARD-DA-01	Leche: Iles, Cuaspud y Potosí	582.296.440		582.296.440	0	0	582.296.440	0
8. ADAM-ARD-DA-145	Leche: Pupiales & Nariño	555.585.724		59.904.137	112.407.241	143.094.630	315.406.008	240.179.716
9. ADAM-ARD-DA-116	Mejoramiento láctea: Aldana, El Contadero, Guachucal e Ipiales	2.893.972.161		1.357.299.539	473.823.884	855.353.207	2.686.476.630	207.495.531
SANTANDER								
10. ADAM-FUPAD-DA-011	Ganadería de Doble Propósito: El Carmen y San Vicente	730.231.515	*	158.138.274	286.350.647	0	444.488.921	285.742.594
11. ADAM-ARD-DA-158	Ganadería: Roncesvalles	744.901.430		0	70.581.319	47.516.582	118.097.901	626.803.529
TOTAL (COLP)		8.616.702.572		2.928.741.961	1.583.206.454	1.295.977.299	5.807.925.714	2.808.776.858
TOTAL (US\$)								
(COLP 2000/ US\$1)		\$ 4.308.351.00		\$ 1.464.370.00	\$ 791.603.00	\$ 647.988.00	\$ 2.903.963.00	\$ 1.404.388

Through September 2008, ADAM's 11 dairy activities have yielded the following results: 2,872 families benefited, 8,212 hectares supported, 3,133 jobs created, and approximately US \$9 million in sales generated. Table 22 provides indicator result for each activity through Q11.

Table 22: Indicator results to date of ADAM's 11 Dairy Activities

Activity Number	Activity Name	Families Benefited	Supported Hectares	Jobs Created	Sales Generated (COLP\$)
ANTIOQUIA					
1. ADAM-FUPAD-DA-035	Sistemas silvopastoriles: Norte Urabá	150	450	192	1,341,817,041
2. ADAM-FUPAD-DA-027	Silvopastoril: El Bagre, Zaragoza y Nechí	282	846	453	183,584,900
CAUCA					
3. ADAM-ARD-DA-210	Modelo de manejo ganadero sostenible: La Vega	107	134	96	5,868,000
4. ADAM-ARD-DA-041	Fortalecimiento silvopastoril: Pitayo	200	440	73	192,042,650
HUILA					
5. ADAM-ARD-DA-192	Silvopastoril: La Plata & Nátaga	85	85	104	0
NARIÑO					
6. ADAM-ARD-DA-01-FASE II	Leche: Iles, Cuaspud y Potosí	428	1,284	152	2,624,786,144
7. ADAM-ARD-DA-01	Leche: Iles, Cuaspud y Potosí			17	2,868,163,888
8. ADAM-ARD-DA-145	Leche: Pupiales	150	113	101	411,037,085
9. ADAM-ARD-DA-116	Mejoramiento actividad láctea: Aldana, El Contadero, Guachucal e Ipiales	1,120	3,360	989	9,953,381,271
SANTANDER					
10. ADAM-FUPAD-DA-011	Ganadería de Doble Propósito: El Carmen y San Vicente	150	600	35	530,685,256
TOLIMA					
11. ADAM-ARD-DA-158	Ganadería: Roncesvalle	200	900	921	0
INDICATOR TOTALS		2,872	8,212	3,133	18,111,366,235

Below are some interesting facts for the following activities:

ADAM-ARD-DA-041 (Fortalecimiento silvopastoril: Pitayo): A total of 176.5 hectares of pastures have been planted, equivalent to 70% of the total target of 250 hectares

ADAM-ARD-DA-116 (Improvement of dairy activity: Aldana, El Contadero, Guachucal e Ipiales): A total of 1,090 hectares of pastures have been planted, equivalent to 97% of the total target of 1,120 hectares

ADAM-ARD-DA-145 (Leche: Pupiales): A total of 86.6 hectares have been planted to date, equivalent to 77% of the total target of 112.5 hectares. During the quarter the following activities took place: a)

According to the measurements taken on the lots planted with Brazilian grass, the production potential is 40 tons per hectare, which would increase the carrying-capacity to 7 head of cattle per hectare, b) Results in terms of milk per cow per day indicate an average increase of two liters per cow per day, c). Artificial Insemination training was delivered to 10 beneficiaries, d). Technical visits were performed in connection with the environmental sub-component, on collection of containers and on rinsing the containers three times complying with environmental regulations, E) Training was delivered to 113 beneficiaries on Good Cattle Ranching Practices.

ADAM-ARD-DA-158 (Ganadería: Roncesvalles): During the quarter the following activities took place: a) five quick diagnostic workshops were held with 200 families, b) 200 site visits were made to get to know the families and their land use and to consolidate the cattle ranching diagnostic. c) The following technical activities were performed: field measurements, water measurements, soil analyses and selection of fields for pasture renewal.

ADAM-ARD-DA-192 (Silvopastoril: La Plata & Nátaga): During the quarter the following activities took place: 60 milking facilities completed, 60 protein banks established, 60 fields of cutting grass established, 70 property investment plans drafted and training on loan strategy was delivered to the activity's beneficiaries.

ADAM-ARD-DA-210 (Modelo de manejo ganadero sostenible: La Vega): During the quarter the following activities took place: three workshops held on the development of the Environmental Management Plan and 73 property visits to select the fields for pasture improvement.

ANNEX C: FINANCIAL INFORMATION ON 320 SIGNED ADAM INSTRUMENTS

A. AD ACTIVITIES

Activity Number	Implementer	ADAM Committed Funding		ADAM Obligated Funding		Total Value of Activity		% ADAM Counterpart
		Value Pesos	Value US\$	Value Pesos	Value US\$	Value Pesos	Value US\$	
ADAM-ARD-DA-001-C-001	Sociedad Agrícola y de Ganaderos - SAGAN	582,296,440	242,624	582,296,440	242,624	1,163,945,463	484,977	50%
ADAM-ARD-DA-001-C-045	Sociedad Agrícola y de Ganaderos - SAGAN	339,314,523	169,327	339,314,523	169,327	339,314,523	169,327	100%
ADAM-ARD-DA-003-G-006	Forestal cauca SA	973,201,689	486,600	973,201,689	486,600	1,230,801,689	615,401	65%
ADAM-ARD-DA-004-G-007	Frutales del Patía S,A	192,000,000	98,462	192,000,000	98,492	252,500,000	129,487	76%
ADAM-ARD-DA-010-G-017	Corporación Nuevo Municipio	554,545,718	243,222	469,181,292	205,781	1,582,135,785	693,919	35%
ADAM-ARD-DA-011-G-026	Sociedad Agraria de Transformación SAT	680,146,788	295,716	680,146,788	295,716	3,187,788,987	1,385,995	21%
ADAM-ARD-DA-012-G-025	APROFRUSA	782,944,881	340,411	782,944,881	340,411	2,604,388,713	1,132,343	30%
ADAM-ARD-DA-013-G-044	Asociación de Frijoleros del Municipio de la Plata	618,228,847	279,726	618,228,847	279,726	2,732,867,675	1,236,525	23%
ADAM-ARD-DA-014-G-046	Comité Departamental de Cafeteros del Huila	1,088,910,292	497,151	1,088,910,292	497,151	6,107,938,923	2,789,013	18%
ADAM-ARD-DA-015-G-049	Comité Departamental de Cafeteros del Huila	1,222,306,574	558,054	1,222,306,574	558,054	7,066,516,151	3,226,278	17%
ADAM-ARD-DA-016-G-048	AGROEMPRESARIAL	1,176,600,739	576,022	1,117,770,702	547,221	5,761,508,287	2,820,632	20%
ADAM-ARD-DA-041-G-027	Cabildo Indígena Pitayó	715,248,213	310,977	715,248,213	310,977	1,608,528,778	699,360	44%
ADAM-ARD-DA-061-G-090	Cabildo de la Parcialidad de Indígenas Paniquita	736,306,450	340,637	736,306,450	340,637	1,903,017,805	880,391	39%

Activity Number	Implementer	ADAM Committed Funding		ADAM Obligated Funding		Total Value of Activity		% ADAM Counterpart
		Value Pesos	Value US\$	Value Pesos	Value US\$	Value Pesos	Value US\$	
ADAM-ARD-DA-062-G-047	Cabildo Indígena de Totoró	523,890,106	249,471	523,890,106	249,471	1,326,058,576	631,456	40%
ADAM-ARD-DA-063-G-089	Cabildo indígena San Lorenzo de Caldon	387,244,561	179,198	387,244,561	179,198	1,023,929,957	473,824	38%
ADAM-ARD-DA-064-G-053	Cabildo indígena San Lorenzo de Caldon	649,713,140	331,810	649,713,140	331,810	1,632,462,253	833,701	40%
ADAM-ARD-DA-065-G-055	ASOPANELA	416,008,420	216,160	416,008,420	216,160	967,943,850	502,948	43%
ADAM-ARD-DA-073-C-036	Fundación Fundaminga	318,065,000	159,036	318,065,000	159,036	318,065,000	159,036	100%
ADAM-ARD-DA-074-G-059	Consejo Comunitario de la Unión del Río Chagui	716,973,654	358,487	716,973,654	358,487	1,115,537,654	557,769	64%
ADAM-ARD-DA-077-G-060	Consejo Comunitario El Recuerdo de Nuestros Ancestros, Río Mejicano	647,997,204	329,039	647,997,204	329,039	893,959,204	453,934	72%
ADAM-ARD-DA-078-G-058	CORPORACION PARA EL DESARROLLO DEL TAMBO - CORPOTAMBO	135,717,584	71,578	135,717,584	71,578	516,647,880	272,484	26%
ADAM-ARD-DA-079-G-056	CORPORACION PARA EL DESARROLLO DEL TAMBO - CORPOTAMBO	388,141,484	199,316	388,141,484	199,316	1,099,262,028	564,485	35%
ADAM-ARD-DA-089-G-057	Centro Regional de Productividad e Innovación del Cauca - CREPIC	854,108,266	438,596	854,108,266	438,596	1,596,724,265	819,939	53%
ADAM-ARD-DA-090-G-052	CORSEDA	465,286,152	247,772	465,286,152	247,772	1,976,257,435	1,052,387	24%
ADAM-ARD-DA-098-C-017	Jose Antonio Corrales Giraldo	120,200,000	56,949	120,200,000	56,949	120,200,000	56,949	100%
ADAM-ARD-DA-105-G-075	Grupo Asociativo Espameyate	1,116,009,234	569,829	1,116,009,234	569,829	6,042,521,875	3,085,281	18%

Activity Number	Implementer	ADAM Committed Funding		ADAM Obligated Funding		Total Value of Activity		% ADAM Counterpart
		Value Pesos	Value US\$	Value Pesos	Value US\$	Value Pesos	Value US\$	
ADAM-ARD-DA-108-G-094	COOBRA	500,056,752	231,749	500,056,752	231,749	2,531,057,892	1,173,008	20%
ADAM-ARD-DA-110-G-076	COOBRA	172,362,511	88,007	172,362,511	88,007	624,032,203	318,628	28%
ADAM-ARD-DA-111-G-062	Asociacion Movimiento Campesino de Cajibío	343,274,733	174,092	321,798,953	163,201	623,562,360	316,240	55%
ADAM-ARD-DA-112-G-095	Cabildo Indígena Nasa Kitek Kiwe	99,438,155	46,717	99,438,155	46,717	514,108,797	241,536	19%
ADAM-ARD-DA-113-G-077	Grupo Asociativo de Cafeteros La Unión	399,221,025	184,863	399,221,025	184,863	1,994,841,979	923,260	20%
ADAM-ARD-DA-116-C-020	Sociedad Agrícola y de Ganaderos - SAGAN	2,833,972,161	1,444,025	2,500,000,000	1,280,377	9,825,660,225	5,006,578	29%
ADAM-ARD-DA-120-C-039	CORPORACIÃ“N PARA EL DESARROLLO DE TUNIA CORPOTUNIA	246,494,845	123,498	246,494,845	123,498	925,154,048	463,518	27%
ADAM-ARD-DA-135-G-085	CORPORACIÃ“N PARA EL DESARROLLO DE TUNIA CORPOTUNIA	122,698,852	61,171	122,698,852	61,171	599,852,055	298,237	21%
ADAM-ARD-DA-139-G-086	Asociación Agropecuaria de productores Panelera de Cajibío	246,593,620	122,236	246,593,620	122,236	1,148,667,340	569,391	21%
ADAM-ARD-DA-140-G-087	COOPERATIVA DE PRODUCTORES DE PANELA DE MORALES "CPPM"	205,308,464	95,492	205,308,464	95,492	600,163,072	279,146	34%
ADAM-ARD-DA-143-G-099	Asociacion Indigena del Cauca	358,349,405	166,674	358,349,405	166,674	684,968,405	318,590	52%
ADAM-ARD-DA-144-C-061	Fundación del Alto Magdalena	1,001,760,691	528,381	801,408,552	398,818	4,983,198,620	2,479,870	21%

Activity Number	Implementer	ADAM Committed Funding		ADAM Obligated Funding		Total Value of Activity		% ADAM Counterpart
		Value Pesos	Value US\$	Value Pesos	Value US\$	Value Pesos	Value US\$	
ADAM-ARD-DA-145-C-040	COOPERATIVA DE PRODUCTOS LACTEOS DE NARIÑO LIMITADA - COOPROLACTEOS	555,585,724	253,155	555,585,724	253,155	1,327,482,574	604,872	42%
ADAM-ARD-DA-148-C-041	Comité Departamental de Cafeteros del Huila	693,338,081	317,173	277,335,232	126,869	3,538,526,761	1,618,730	20%
ADAM-ARD-DA-149-C-042	Comité Departamental de Cafeteros del Huila	774,540,403	354,320	309,816,162	141,728	3,799,606,839	1,738,163	20%
ADAM-ARD-DA-150-C-043	Comité Departamental de Cafeteros del Huila	720,052,731	329,394	720,052,731	329,394	3,492,108,487	1,597,495	21%
ADAM-ARD-DA-154-G-102	Asociación de Productores Orgánicos del Cauca "ORGANICA"	108,213,376	49,946	108,213,376	49,946	458,305,650	211,532	24%
ADAM-ARD-DA-155-G-098	Asociación de Floricultores del Centro del Cauca - ASOFLORICCA	83,513,959	42,328	83,513,959	42,328	3,085,558,945	1,563,892	3%
ADAM-ARD-DA-156-G-097	Cabildo Indígena de Totoró	226,184,747	103,062	226,184,747	103,062	537,264,579	244,806	42%
ADAM-ARD-DA-158-C-046	Semillas de Agua	744,901,430	364,592	546,000,000	267,240	2,482,683,430	1,215,149	30%
ADAM-ARD-DA-160-C-048	Sociedad Agrícola y de Ganaderos SAGAN	3,313,088,056	1,687,742	3,014,910,130	1,413,460	9,948,443,652	5,067,902	33%
ADAM-ARD-DA-161-G-101	COAGROBRISAS	1,113,732,954	510,367	1,113,732,954	510,367	5,194,320,595	2,380,292	21%
ADAM-ARD-DA-168-G-118	Central Cooperativa Indígena del Cauca - CENCOIC	445,808,120	227,453	445,808,120	227,453	4,220,376,520	2,153,253	11%
ADAM-ARD-DA-172-C-054	Contactar	655,900,908	318,801	655,900,908	318,801	1,226,027,905	595,911	53%
ADAM-ARD-DA-173-C-044	Comité de Cafeteros del Tolima	2,543,174,325	1,226,452	2,240,000,000	1,115,477	15,796,322,212	7,866,263	16%
ADAM-ARD-DA-181-C-050	Corpoagro	2,363,082,857	1,146,894	1,727,312,143	860,215	14,937,946,693	7,249,952	16%

Activity Number	Implementer	ADAM Committed Funding		ADAM Obligated Funding		Total Value of Activity		% ADAM Counterpart
		Value Pesos	Value US\$	Value Pesos	Value US\$	Value Pesos	Value US\$	
ADAM-ARD-DA-190-C-057	Ecoazul S.A.	17,684,000	9,201	17,684,000	9,201	26,425,760	13,750	67%
ADAM-ARD-DA-192-G-146	Fundación Social, Cultural y Ambientalista – EUGEN	366,372,359	205,902	332,000,000	186,585	1,722,736,101	968,183	21%
ADAM-ARD-DA-194-G-143	Corporación Comunitaria Indígena Carlos Paez	215,674,725	119,819	120,807,153	67,115	427,347,738	237,415	50%
ADAM-ARD-DA-210-G-135	Cooperativa Multiactiva Yanacona de Guachicono COOPIMYAG	215,598,502	117,946	199,800,654	109,300	886,268,206	485,069	24%
ADAM-ARD-DA-212-C-064	Comité de Cafeteros del Cauca	3,457,403,117	1,928,612	2,548,052,337	1,421,111	11,215,122,895	6,256,030	31%
ADAM-ARD-DA-214-G-142	Cooperativa Multiactiva Villareal de La Vega, VEGACOOOP	149,110,246	82,882	149,110,246	82,882	439,000,690	244,015	34%
ADAM-ARD-DA-219-G-151	Cooperativa Multiactiva Yanacona de Guachicono COOPIMYAG	651,537,759	388,093	608,834,444	362,617	2,753,314,403	1,640,030	24%
ADAM-ARD-DA-230-G-161	Cooperativa Multiactiva Agroindustrial de Palo Grande	288,919,904	160,511	243,092,039	135,051	496,828,895	276,016	58%
ADAM-ARD-DA-231-G-162	Asociacion de Productores de Hortalizas y Fruticultores de Rosas Cauca - ASOHORTIFRUCTICULA	236,156,597	131,198	230,294,489	127,941	719,908,233	399,949	33%
ADAM-ARD-DA-274-G-160	Federación de Organizaciones Sociales y Solidarias Afropatianas	451,827,898	249,629	407,286,010	225,020	1,364,823,703	754,046	33%
ADAM-ARD-DA-276-C-099	ECOAZUL S.A.	109,225,000	61,663	109,225,000	61,663	262,925,020	148,435	42%
ADAM-FUPAD-DA-001	AGROAMAZONIA	2,643,436,819	1,201,562	2,643,436,819	1,201,562	2,643,436,819	1,201,562	100%
ADAM-FUPAD-DA-002	FUPAD	331,427,075	150,649	331,427,075	150,649	2,740,681,475	1,245,764	12%

Activity Number	Implementer	ADAM Committed Funding		ADAM Obligated Funding		Total Value of Activity		% ADAM Counterpart
		Value Pesos	Value US\$	Value Pesos	Value US\$	Value Pesos	Value US\$	
ADAM-FUPAD-DA-003	APROCASUR	1,486,593,584	743,297	1,486,593,584	743,297	2,499,343,584	1,136,065	59%
ADAM-FUPAD-DA-004	FUPAD	927,479,971	463,740	927,479,971	463,740	2,668,248,096	1,089,081	35%
ADAM-FUPAD-DA-005	FUPAD	514,401,976	257,201	514,401,976	257,201	2,437,768,000	1,244,426	21%
ADAM-FUPAD-DA-006	COMFAMILIAR	478,806,788	217,640	478,806,788	217,640	913,669,840	415,304	52%
ADAM-FUPAD-DA-007	Condimentos Putumayo	782,272,967	391,136	782,272,967	391,136	2,093,463,967	983,692	37%
A-P-I-C-DA-P-063	FUPAD	1,851,980,472	771,658	1,851,980,472	771,658	1,851,980,472	771,658	100%
A-P-I-C-DA-P-064	FUPAD	685,964,400	311,802	685,964,400	311,802	685,964,400	311,802	100%
A-P-I-C-DA-PA-067	FUPAD	76,883,959,800	40,465,242	55,108,439,800	29,004,442	76,883,959,800	40,465,242	100%
Task Order-FUPAD-01-60	FUPAD	1,112,635,200	556,318	1,112,635,200	556,318	1,112,635,200	556,318	100%
Task Order-FUPAD-62	FUPAD	517,912,800	258,956	517,912,800	258,956	517,912,800	258,956	100%
A-CCI-C-DA-A-001	Corporacion Colombia Internacional	458,366,288	203,718	458,366,288	203,718	458,366,288	203,718	100%
ADAM-CCI-DA-002	Corporacion Colombia Internacional	267,235,619	137,467	267,235,619	137,467	267,235,619	137,467	100%
ADAM-CCI-DA-003	Corporacion Colombia Internacional	3,815,574,588	1,923,076	2,000,000,000	1,000,000	16,261,613,776	8,195,965	23%
ADAM-IICA-DA-006	IICA	3,998,811,398	1,975,707	3,998,811,398	1,975,707	13,875,453,748	6,307,024	31%
A-IICA-I-C-DA-A-002	IICA	58,028,175	24,178	58,028,175	24,178	58,028,175	24,178	100%

Activity Number	Implementer	ADAM Committed Funding		ADAM Obligated Funding		Total Value of Activity		% ADAM Counterpart
		Value Pesos	Value US\$	Value Pesos	Value US\$	Value Pesos	Value US\$	
A-J-I-C-DA-A-001	JE Austin	340,221,600	141,759	340,221,600	141,759	340,221,600	141,759	100%
A-J-I-C-DA-A-003	JE Austin	634,272,000	317,136	634,272,000	317,136	634,272,000	317,136	100%
A-J-I-C-DA-A-004	JE Austin	1,191,568,000	595,784	800,000,000	400,000	1,191,568,000	595,784	100%
A-TSG-I-C-DA-A-001	TSG	1,407,152,400	586,314	1,407,152,400	586,314	1,407,152,400	586,314	100%
A-TSG-I-C-DA-A-002	TSG	7,406,150,361	3,199,201	7,406,150,361	3,199,201	7,406,150,361	3,199,201	100%
TOTAL AD		151,225,817,232	76,393,751	123,033,084,881	61,604,623	308,534,892,658	153,035,409	50%

B. LG ACTIVITIES

Activity Number	Implementer	ADAM Committed Funding		ADAM Obligated Funding		Total Value of Activity		% ADAM Counterpart
		Value Pesos	Value US\$	Value Pesos	Value US\$	Value Pesos	Value US\$	
ADAM-ARD-GL-009-C-002	Fondo Mixto de Promoción de la Cultura y las Artes de Nariño	235,515,000	98,131	235,515,000	98,131	335,776,000	139,907	70%
ADAM-ARD-GL-009-C-003	Cooperativa Multiactiva de la Mujer COOPMUJER LTDA	157,010,000	65,421	157,010,000	65,421	251,620,000	104,841	62%
ADAM-ARD-GL-009-C-004	COMUNARTE	39,252,500	16,355	39,252,500	16,355	62,905,000	26,210	62%
ADAM-ARD-GL-009-C-005	Universidad de Antioquia	157,010,000	65,420	157,010,000	65,420	251,620,000	104,841	62%
ADAM-ARD-GL-009-C-006	Asociación Cultural y Ambientalista del Sur ACAS	78,505,000	32,710	78,505,000	32,710	133,010,000	55,420	59%
ADAM-ARD-GL-009-C-007	Comite de Cafeteros del Cauca	392,525,000	163,552	392,525,000	163,552	629,050,000	262,104	62%
ADAM-ARD-GL-009-C-009	Asociación de Emisoras Comunitarias del Magdalena Medio AREDMAG	510,282,500	212,618	510,282,500	212,618	817,765,000	340,735	62%
ADAM-ARD-GL-040-C-014	CORDEAGROPAZ	119,735,000	49,990	119,735,000	49,990	305,674,990	127,630	39%
ADAM-ARD-GL-042-G-013	Asociación Nacional de Alcaldes Población Afrodescendiente	116,450,000	50,630	116,450,000	50,630	127,550,000	55,457	91%
ADAM-ARD-GL-044-C-012	Sociedad de Acueductos, Alcantarillados y Aseo Aguas del Huila S.A, E,S,P,	142,059,400	61,765	142,059,400	61,765	142,059,400	61,765	100%
ADAM-ARD-GL-045-C-010	Asociación Colombiana de Ingeniería Sanitaria y Ambiental ACODAL Seccional	225,458,600	98,025	225,458,600	98,025	225,458,600	98,025	100%
ADAM-ARD-GL-046-C-011	Hydrogest Ltda,	22,830,000	9,926	22,830,000	9,926	22,830,000	9,926	100%
ADAM-ARD-GL-047-C-013	Jaime Vásquez Consultores Asociados Ltda,	133,612,311	59,383	133,612,311	59,383	133,612,311	59,383	100%
ADAM-ARD-GL-051-G-028	Consejo Comunitario de la Unión del Río Chagui	112,326,000	49,923	112,326,000	49,923	143,923,200	63,966	78%
ADAM-ARD-GL-052-G-030	Consejo Comunitario El Recuerdo de Nuestros Ancestros, Rio Mejicano	110,526,000	49,123	110,526,000	49,123	142,123,200	63,166	78%

Activity Number	Implementer	ADAM Committed Funding		ADAM Obligated Funding		Total Value of Activity		% ADAM Counterpart
		Value Pesos	Value US\$	Value Pesos	Value US\$	Value Pesos	Value US\$	
ADAM-ARD-GL-053-G-031	Consejo Comunitario de Bajo Miro y Frontera	160,644,000	71,397	160,644,000	71,397	198,458,400	88,204	81%
ADAM-ARD-GL-054-G-033	Consejo Comunitario La Unión Río Rosario	113,826,000	50,589	113,826,000	50,589	145,423,200	64,633	78%
ADAM-ARD-GL-057-C-016	Corporación Nuevo Municipio	104,515,000	46,615	104,515,000	46,615	138,254,400	61,446	76%
ADAM-ARD-GL-058-G-042	Fundación Sol y Tierra	236,714,900	105,207	236,714,900	105,207	336,152,400	149,401	70%
ADAM-ARD-GL-059-G-045	Asociación de Cabildos Indígenas Eperara Siapidara de Nariño	30,290,000	13,462	30,290,000	13,462	46,090,000	20,484	66%
ADAM-ARD-GL-066-G-132	ASMUPES – Asociación de Mujeres del Corregimiento de la Pesca	254,275,202	126,624	127,200,000	63,343	288,813,202	143,823	88%
ADAM-ARD-GL-067-C-022	Fundación CINARA	122,557,152	62,519	122,557,152	62,519	122,557,152	62,519	100%
ADAM-ARD-GL-068-C-018	Decision y Estrategia	165,180,033	85,384	165,180,033	85,384	190,394,033	98,418	87%
ADAM-ARD-GL-070-C-029	Federación Colombiana de Municipios	234,166,559	109,519	187,500,000	87,693	257,891,559	120,615	91%
ADAM-ARD-GL-071-TT-001	Proveedor	15,000,000	6,818	15,000,000	6,818	15,000,000	6,818	100%
ADAM-ARD-GL-080-C-034	Asociación PALCO	99,986,503	44,438	90,000,000	40,000	139,086,503	61,816	72%
ADAM-ARD-GL-081-C-037	Fundación Codesarrollo	198,008,840	99,736	198,008,840	99,736	198,008,840	99,736	100%
ADAM-ARD-GL-082-C-030	Fundación Renacientes	87,221,500	43,611	87,221,500	43,611	110,521,500	55,261	78%
ADAM-ARD-GL-083-C-021	Centro de Estudios Regionales del Magdalena Medio CER	173,365,664	87,923	173,365,664	87,923	173,365,664	87,923	100%
ADAM-ARD-GL-085-C-023	Medios para la Paz	112,400,000	57,004	112,400,000	57,004	120,200,000	60,960	94%
ADAM-ARD-GL-086-C-024	Mundo Vital	137,823,000	69,537	111,000,000	56,004	195,093,600	98,433	71%
ADAM-ARD-GL-087-C-028	Corporación Nuevo Arco Iris	341,460,000	160,732	274,000,000	128,978	376,460,000	177,208	91%
ADAM-ARD-GL-088-G-054	Shaquiñan	383,285,758	175,819	383,285,758	175,819	457,378,040	209,806	84%
ADAM-ARD-GL-091-C-015	Union de Ciudadanas de Colombia UCC Seccional Medellín	95,264,000	48,592	95,264,000	48,592	138,276,300	70,531	69%
ADAM-ARD-GL-092-C-027	Corporación Nuevo Arco Iris	133,060,000	64,957	107,000,000	52,235	143,560,000	70,083	93%

Activity Number	Implementer	ADAM Committed Funding		ADAM Obligated Funding		Total Value of Activity		% ADAM Counterpart
		Value Pesos	Value US\$	Value Pesos	Value US\$	Value Pesos	Value US\$	
ADAM-ARD-GL-094-G-051	Asociación de Autoridades Indígenas del Oriente Caucaño " Totoguampa	80,252,000	36,640	80,252,000	36,640	107,492,000	49,076	75%
ADAM-ARD-GL-095-G-050	AMUNORCA	168,793,000	77,064	168,793,000	77,064	237,313,004	108,347	71%
ADAM-ARD-GL-096-C-031	Asociación de Cooperativas y Empresas Solidarias ASOCOPH	164,944,876	82,472	164,944,876	82,472	187,601,876	93,801	88%
ADAM-ARD-GL-103-G-110	Asociación de Municipios Agropecuarios de los Yariques Amay	220,510,000	108,093	220,510,000	108,093	236,010,000	115,691	93%
ADAM-ARD-GL-104-G-066	Asociación de Cabildos Indígenas Ukawes Nasac Hab	53,786,500	27,854	53,786,500	27,854	61,708,000	31,956	87%
ADAM-ARD-GL-117-G-065	CORPOAFRO	117,176,000	57,012	100,510,556	48,904	130,756,000	63,532	90%
ADAM-ARD-GL-122-C-035	UNION TEMPORAL CONFRANCISCO	150,770,906	74,696	150,770,906	74,696	176,570,906	87,478	85%
ADAM-ARD-GL-123-G-080	Organización Zonal Indígena del Putumayo OZIP	330,500,000	154,943	330,500,000	154,943	479,471,600	224,783	69%
ADAM-ARD-GL-125-G-081	FUPADES	195,564,000	98,770	195,564,000	98,770	207,764,000	104,931	94%
ADAM-ARD-GL-128-G-109	ASOPATIA	190,054,000	96,951	190,054,000	96,951	262,100,000	133,703	73%
ADAM-ARD-GL-130-C-049	Union Temporal Indígena del Nororiente y el Oriente Caucaño	199,362,000	99,428	199,362,000	99,428	284,762,000	142,020	70%
ADAM-ARD-GL-147-G-100	Corporación Red de Consejos Comunitarios del Pacífico Sur - RECOMPAS	70,690,000	36,438	35,345,000	18,219	104,033,208	53,625	68%
ADAM-ARD-GL-153-G-104	Fundación para la Formación de líderes Afrocolombianos - AFROLIDER	130,660,028	59,635	130,660,028	59,635	156,060,028	71,228	84%
ADAM-ARD-GL-159-G-105	Fundación para la estimulación en el desarrollo y las artes, FEDAR	153,528,424	75,669	153,528,424	75,669	230,928,424	113,817	66%
ADAM-ARD-GL-174-G-114	Aguas del Putumayo APC	333,363,790	158,745	333,363,790	158,745	513,220,490	244,391	65%

Activity Number	Implementer	ADAM Committed Funding		ADAM Obligated Funding		Total Value of Activity		% ADAM Counterpart
		Value Pesos	Value US\$	Value Pesos	Value US\$	Value Pesos	Value US\$	
ADAM-ARD-GL-178-G-111	Asociacion Cristiana de Jovenes ACJ YMCA de Medellin	207,816,960	104,120	166,253,568	83,296	257,652,000	129,088	81%
ADAM-ARD-GL-189-C-051	Corporación Nuevo Municipio	195,987,257	99,969	195,987,257	99,969	195,987,257	99,969	100%
ADAM-ARD-GL-195-C-053	Juan Manuel Navarrete	51,731,772	26,387	51,731,772	26,387	51,731,772	26,387	100%
ADAM-ARD-GL-196-G-127	CORPOAMAZONIA	282,042,000	141,021	225,633,600	112,817	611,710,000	305,855	46%
ADAM-ARD-GL-197-C-052	Jaime Hernan Gomez	58,135,948	29,654	58,135,948	29,654	58,135,948	29,654	100%
ADAM-ARD-GL-198-C-059	Asociación de Cooperativas y Empresas Solidarias ASOCOPH	188,000,000	99,994	188,000,000	99,994	188,000,000	99,994	100%
ADAM-ARD-GL-199-C-060	Asociación de Cooperativas y Empresas Solidarias ASOCOPH	74,300,000	39,271	74,300,000	39,271	74,300,000	39,271	100%
ADAM-ARD-GL-200-C-062	Union Temporal ZURUMBA	200,497,048	99,878	200,497,048	99,878	207,577,048	103,405	97%
ADAM-ARD-GL-201-C-056	William Carrasco Mantilla	59,474,226	30,336	59,474,226	30,336	59,474,226	30,344	100%
ADAM-ARD-GL-203-G-140	Creamos Colombia	399,369,600	226,233	399,369,600	226,233	399,369,600	226,233	100%
ADAM-ARD-GL-204-G-133	Corporación Vida y Desarrollo de la Juventud - CORPOVIDE	302,330,800	151,165	302,330,800	151,165	310,730,800	155,365	97%
ADAM-ARD-GL-206-C-058	Hernando Viveros	24,740,000	13,338	24,720,000	13,338	24,720,000	13,338	100%
ADAM-ARD-GL-207-G-136	Cabildo Indígena de la Parcialidad	140,000,000	77,777	140,000,000	77,777	165,193,950	92,197	85%
ADAM-ARD-GL-208-G-147	Fundación Manos Amigas	123,469,612	68,003	123,469,612	68,003	133,740,612	73,660	92%
ADAM-ARD-GL-220-C-080	Profamilia	80,000,000	44,444	80,000,000	44,444	80,000,000	44,444	100%
ADAM-ARD-GL-228-C-065	Nicanor Moya	54,549,047	31,065	54,549,047	31,065	54,549,047	31,065	100%
ADAM-ARD-GL-229-G-159	Corporación El Río Desarrollo Humano Sostenible	80,065,500	40,033	80,065,500	40,033	80,065,500	40,033	100%
ADAM-ARD-GL-253-C-087	Angela Barreiro	15,966,862	9,392	15,966,862	9,392	15,966,862	9,392	100%
ADAM-ARD-GL-254-C-088	Ana Cristina Melo Hernández	19,966,449	11,745	19,966,449	11,745	19,966,449	11,745	100%
ADAM-ARD-GL-270-G-164	Corporación Antioqueña del Medio Ambiente CORAMA	25,589,850	14,440	25,589,850	14,440	41,500,000	23,418	62%

Activity Number	Implementer	ADAM Committed Funding		ADAM Obligated Funding		Total Value of Activity		% ADAM Counterpart
		Value Pesos	Value US\$	Value Pesos	Value US\$	Value Pesos	Value US\$	
ADAM-ARD-GL-280-C-107	Maria Ximena Guzmán López	39,350,000	22,106	39,350,000	22,106	121,403,000	68,203	32%
ADAM-ARD-GL-282-G-171	Fundación Social de UNIBAN	130,000,000	68,708	130,000,000	68,708	154,140,000	81,467	84%
ADAM-ARD-GL-284-G-170	Fundación Oleoductos de Colombia	150,149,263	81,011	150,149,263	81,011	227,358,976	122,668	66%
ADAM-ARD-GL-FNA-232-C-074	CER	42,792,500	24,753	42,792,500	24,753	42,792,500	24,753	100%
ADAM-ARD-GL-FNA-234-G-150	AMAY	91,550,000	50,861	91,550,000	50,861	91,550,000	50,861	100%
ADAM-ARD-GL-FNA-236-G-155	AMAY	95,980,000	53,322	95,980,000	53,322	95,980,000	53,322	100%
ADAM-ARD-GL-FNA-237-G-156	AMAY	66,424,800	32,561	66,424,800	32,561	66,424,800	32,561	100%
ADAM-ARD-GL-FNA-238-C-082	San Francisco	97,158,047	53,977	97,158,047	53,977	97,158,047	53,977	100%
ADAM-ARD-GL-FNA-242-C-072	Fundación Claridad de Colombia	132,000,000	73,333	132,000,000	73,333	172,920,000	96,067	76%
ADAM-ARD-GL-FNA-243-C-081	Robert Betancurt	19,950,000	11,083	19,950,000	11,083	19,950,000	11,083	100%
ADAM-ARD-GL-FNA-244-C-084	Julio Cavadia	20,176,485	11,209	20,176,485	11,209	20,176,485	11,209	100%
ADAM-ARD-GL-FNA-245-C-083	Manuel Romaña	21,000,000	11,666	21,000,000	11,666	21,000,000	11,666	100%
ADAM-ARD-GL-FNA-246-C-066	Martha Lucía Quitian Diaz	24,460,000	13,230	24,460,000	13,230	24,460,000	13,230	100%
ADAM-ARD-GL-FNA-247-C-070	Fredy Rojas Erazo	20,250,000	10,125	20,250,000	10,125	20,250,000	10,125	100%
ADAM-ARD-GL-FNA-248-C-069	Jose Diego Henao Giraldo	20,250,000	11,125	20,250,000	11,125	20,250,000	11,125	100%
ADAM-ARD-GL-FNA-249-C-068	Rafael Villareal Cifuentes	55,458,000	27,725	55,458,000	27,725	55,458,000	27,725	100%
ADAM-ARD-GL-FNA-250-C-067	Edgar Alberto Peña Espinosa	26,460,000	13,230	26,460,000	13,230	26,460,000	13,230	100%
ADAM-ARD-GL-FNA-252-C-071	Carlos Gómez Quintero	22,258,800	11,129	22,258,800	11,129	22,258,800	11,129	100%

Activity Number	Implementer	ADAM Committed Funding		ADAM Obligated Funding		Total Value of Activity		% ADAM Counterpart
		Value Pesos	Value US\$	Value Pesos	Value US\$	Value Pesos	Value US\$	
ADAM-ARD-GL-FNA-255-C-076	Luis Alberto Bernal	25,334,488	14,075	25,334,488	14,075	25,334,488	14,075	100%
ADAM-ARD-GL-FNA-260-C-078	Leon Darío Villa	33,488,280	19,618	33,488,280	19,618	33,488,280	19,618	100%
ADAM-ARD-GL-FNA-261-079	José jairo Barrera Valencia	13,521,760	7,512	13,521,760	7,512	13,521,760	7,512	100%
ADAM-ARD-GL-FNA-262-C-077	Nidia Peña	18,830,832	10,462	18,830,832	10,462	18,830,832	10,462	100%
ADAM-ARD-GL-FNA-263-C-116	Astrid Eliana Reyes	22,676,544	11,935	22,676,544	11,935	22,676,544	13,579	100%
ADAM-ARD-GL-FNA-264-C-086	Claudia Zapata	9,382,480	5,519	9,382,480	5,519	9,382,480	5,519	100%
ADAM-ARD-GL-FNA-265-C-085	Mario Paredes Caicedo	18,000,000	9,360	18,000,000	9,360	18,000,000	9,360	100%
ADAM-ARD-GL-FNA-268-C-111	SINAP Limitada	57,500,000	28,750	57,500,000	28,750	57,500,000	28,750	100%
ADAM-ARD-GL-FNA-268-C-112	Sismetas Municipales Ltda	160,000,000	80,000	160,000,000	80,000	160,000,000	80,000	100%
ADAM-ARD-GL-FNA-272-C-091	Luis Javier Cleves González	30,000,104	16,872	30,000,104	16,872	30,000,104	16,872	100%
ADAM-ARD-GL-FNA-273-C-092	Ana Mercedes Pena Atahualpa	20,000,000	11,248	24,000,000	11,248	20,000,000	11,248	100%
ADAM-ARD-GL-FNA-275-C-095	Dolly Ximena Calderón	14,938,297	8,449	14,938,297	8,449	14,938,297	8,449	100%
ADAM-ARD-GL-FNA-278-C-096	Edgar Acela Díaz	26,999,900	14,983	26,999,990	14,983	26,999,900	14,983	100%
ADAM-ARD-GL-FNA-279-C-097	César Calderon Serrano	23,800,000	13,393	23,800,000	13,393	23,800,000	13,393	100%
ADAM-ARD-GL-FNA-288-C-108	Rafael Barbosa	19,325,808	10,608	19,325,808	10,608	19,325,808	10,608	100%
ADAM-ARD-GL-FNA-289-C-109	Luis Alberto Reyes Cruz	21,000,000	10,500	21,000,000	10,500	21,000,000	10,500	100%
ADAM-ARD-GL-FNA-297-C-113	Adriana Marcela Coral Montenegro	15,989,820	7,995	15,989,820	7,995	15,989,820	7,995	100%
ADAM-ARD-GL-FNA-298-C-114	Fausto Miguel López	15,989,820	7,995	15,989,820	7,995	15,989,820	7,995	100%

Activity Number	Implementer	ADAM Committed Funding		ADAM Obligated Funding		Total Value of Activity		% ADAM Counterpart
		Value Pesos	Value US\$	Value Pesos	Value US\$	Value Pesos	Value US\$	
ADAM-ARD-GL-FNA-299-C-115	Carlos Omar Vinueza Hidalgo	14,390,860	7,195	14,390,860	7,195	14,390,860	7,195	100%
ADAM-ARD-GL-PN-235-C-090	Fondo Mixto de Cultura de Nariño	40,000,000	23,138	40,000,000	23,138	40,000,000	23,138	100%
ADAM-ARD-GL-PN-239-C-073	Bitácora Consultores	51,520,000	25,760	51,520,000	25,760	51,520,000	25,760	100%
ADAM-ARD-GL-PN-251-C-075	Maximizar Equipo Consultor Ltda.	2,000,000	1,111	2,000,000	1,111	2,000,000	1,111	100%
ADAM-ARD-GL-PN-256-G-152	Centro Social de Oficiales	2,694,600	1,497	2,694,600	1,497	2,694,600	1,497	100%
ADAM-ARD-GL-PN-266-C-093	Ana Gregoria Cruz	9,100,000	4,732	9,100,000	4,732	9,100,000	4,732	100%
ADAM-ARD-GL-PN-267-C-094	Faustina Rodallega Valencia	9,100,000	5,353	9,100,000	5,353	9,100,000	5,353	100%
ADAM-ARD-GL-PN-269-C-089	Maximizar Equipo Consultor	1,200,000	686	1,200,000	686	1,200,000	686	100%
ADAM-ARD-GL-PN-271-C-165	Rosmsuc	54,334,380	31,371	54,334,380	31,371	66,230,380	38,239	82%
ADAM-ARD-GL-PN-277-G-163	Centro Social de Oficiales PONAL - CESOF	15,490,736	9,112	15,490,736	9,112	15,490,736	9,112	100%
ADAM-ARD-GL-PN-283-C-101	Comercializadora SN S.A.	6,191,640	3,096	6,191,640	3,096	6,191,640	3,096	100%
ADAM-ARD-GL-PN-283-C-102	Haiku Libros Ltda	830,000	415	830,000	415	830,000	415	100%
ADAM-ARD-GL-PN-283-C-103	Editorial Norma S.A.	11,083,570	5,542	11,083,570	5,542	11,083,570	5,542	100%
ADAM-ARD-GL-PN-283-C-104	Distribuidora y Editora Aguilar, altea, Taurus, Alfaguara S.A.A.	8,001,240	4,000	8,001,240	4,000	8,001,240	4,000	100%
ADAM-ARD-GL-PN-283-C-105	Panamericana Librería y Papelería S.A.	3,515,400	1,850	3,515,400	1,850	3,515,400	1,850	100%
ADAM-ARD-GL-PN-286-C-106	Nisme Yurany Pineda Báez	4,500,000	2,368	4,500,000	2,368	4,500,000	2,368	100%
ADAM-ARD-GL-PN-295-C-110	Hotel Santa Clara S.A.	118,390,210	59,195	118,390,210	59,195	118,390,210	59,195	100%

Activity Number	Implementer	ADAM Committed Funding		ADAM Obligated Funding		Total Value of Activity		% ADAM Counterpart
		Value Pesos	Value US\$	Value Pesos	Value US\$	Value Pesos	Value US\$	
ADAM-ARD-GL-PN-312-C-117	Papelería D´Clase	57,433,723	28,717	57,433,723	28,717	57,433,723	28,717	100%
A-G-I-C-GL-A-003-01	Georgetown University	432,115,236	180,048	432,115,236	180,048	432,115,236	180,048	100%
A-G-I-C-GL-A-004-01	Georgetown University	501,937,110	209,140	501,937,110	209,140	501,937,110	209,140	100%
A-G-I-C-GL-A-007	Georgetown University	1,799,577,597	749,824	1,799,577,597	749,824	1,799,577,597	749,824	100%
A-G-I-C-GL-A-008	Georgetown University	1,134,291,179	472,622	1,134,291,179	472,622	1,134,291,179	472,622	100%
A-G-I-C-GL-P-001	Georgetown University	728,400,800	316,696	728,400,800	316,696	728,400,800	316,696	100%
A-G-I-C-GL-P-002	Georgetown University	170,609,029	71,087	170,609,029	71,087	170,609,029	71,087	100%
A-G-I-C-GL-P-005	Georgetown University	767,180,000	383,590	767,180,000	383,590	767,180,000	383,590	100%
A-G-I-C-GL-P-006	Georgetown University	195,073,826	97,537	195,073,826	97,537	195,073,826	97,537	100%
TOTAL LG		18,657,537,041	8,872,240	18,207,463,631	8,559,331	21,919,750,978	10,302,599	85

C. SIF/ADAM ACTIVITIES

Activity Number	Implementer	ADAM Committed Funding		ADAM Obligated Funding		Total Value of Activity		% ADAM Counterpart
		Value Pesos	Value US\$	Value Pesos	Value US\$	Value Pesos	Value US\$	
ADAM-ARD-FIS-018-G-009	Resguardo Indígena de Novirao	116,009,058	50,926	116,009,058	50,926	159,063,554	69,826	73%
ADAM-ARD-FIS-019-G-011	Resguardo Indígena de Paniquita	95,261,754	41,818	95,261,754	41,818	128,499,446	56,409	74%
ADAM-ARD-FIS-020-G-012	Cabildo Indígena de Totoró	84,132,005	36,932	84,132,005	36,932	123,026,708	54,006	68%
ADAM-ARD-FIS-021-G-014	Junta de Acción Comunal Vereda Alto del Tigre	206,890,232	90,821	206,890,232	90,821	378,696,163	166,241	55%
ADAM-ARD-FIS-022-G-015	Junta de Acción Comunal Vereda La Lindosa	109,967,554	48,274	109,967,554	48,274	266,203,348	116,858	41%
ADAM-ARD-FIS-023-G-016	Junta de Acción Comunal Vereda Divino Niño	119,495,195	52,456	119,495,195	52,456	216,673,131	95,116	55%
ADAM-ARD-FIS-026-G-019	Resguardo Indígena de Pueblo Nuevo	247,919,414	108,594	247,919,414	108,594	351,928,840	154,152	70%
ADAM-ARD-FIS-027-G-020	Cabildo Indígena Pitayó	120,784,080	52,929	120,784,080	52,929	205,626,702	90,108	59%
ADAM-ARD-FIS-028-G-022	Asociación Defensora del Macizo Colombiano ASDEMACO	28,334,762	12,229	28,334,762	12,229	37,078,182	16,003	76%

Activity Number	Implementer	ADAM Committed Funding		ADAM Obligated Funding		Total Value of Activity		% ADAM Counterpart
		Value Pesos	Value US\$	Value Pesos	Value US\$	Value Pesos	Value US\$	
ADAM-ARD-FIS-029-G-032	Cooperativa Nuevo Amanecer Ltda	74,529,391	33,557	74,529,391	33,557	107,582,551	48,439	69%
ADAM-ARD-FIS-032-G-029	Junta de Acción Comunal del Corregimiento Agua Sucia	20,778,634	9,154	20,778,634	9,154	26,011,512	11,459	80%
ADAM-ARD-FIS-033-G-034	Junta de Acción Comunal Vereda Hornitos	187,902,795	82,777	187,902,795	82,777	464,187,582	204,488	40%
ADAM-ARD-FIS-034-G-035	Asociación de Padres de Familia de la Institución Educativa Rural El Guadual	167,746,051	75,527	167,746,051	75,527	223,078,697	100,441	75%
ADAM-ARD-FIS-035-G-037	Junta de Acción Comunal de la Vereda Bella Vista - La Plata	166,846,775	73,178	166,846,775	73,178	565,972,144	248,233	29%
ADAM-ARD-FIS-037-G-021	Junta de Acción Comunal Vereda San Antonio	86,479,899	38,097	86,479,899	38,097	156,186,037	68,804	55%
ADAM-ARD-FIS-038-G-036	Junta de Acción Comunal del Corregimiento San Joaquín	86,857,275	37,487	86,857,275	37,487	107,850,450	46,547	81%
ADAM-ARD-FIS-050-G-039	Asociación Agropecuaria Nueva Vida 2,000	36,944,371	16,634	36,944,371	16,634	52,270,056	23,534	71%
ADAM-ARD-FIS-055-G-040	Asociación Primavera del Sur ASOPRISUR	39,233,409	17,666	39,233,409	17,666	55,781,363	25,115	70%
ADAM-ARD-FIS-056-G-041	Junta de Acción Comunal Vereda La Ye	21,805,364	9,818	21,805,364	9,818	27,064,643	12,186	81%
ADAM-ARD-FIS-069-G-043	Asociación de Productores Agropecuarios de la Vereda La Esperanza	148,883,874	67,095	148,883,874	67,095	203,863,874	91,872	73%
ADAM-ARD-FIS-102-G-064	APROCAFRUM: Asociación de productores de Cacao, frutales y maderables de San Vicente	103,999,200	54,850	103,999,200	54,850	410,326,499	216,409	25%
ADAM-ARD-FIS-106-G-069	ASOPROLAN- Asociación Productores Landázuri	100,782,196	51,293	100,782,196	51,293	439,794,716	223,835	23%
ADAM-ARD-FIS-107-G-067	APROCAR	124,717,793	65,777	124,717,793	65,777	348,054,091	183,566	36%
ADAM-ARD-FIS-114-G-071	Cabildo Indígena Pitayó	54,680,826	28,839	54,680,826	28,839	98,100,739	51,739	56%
ADAM-ARD-FIS-115-G-063	Junta de Acción Comunal del Cacerio Patio Bonito	62,046,495	32,724	62,046,495	32,724	76,493,352	40,343	81%

Activity Number	Implementer	ADAM Committed Funding		ADAM Obligated Funding		Total Value of Activity		% ADAM Counterpart
		Value Pesos	Value US\$	Value Pesos	Value US\$	Value Pesos	Value US\$	
ADAM-ARD-FIS-118-G-073	Junta de Acción Comunal La Trinidad	186,937,448	97,351	186,937,448	97,351	242,081,448	126,068	77%
ADAM-ARD-FIS-119-G-088	Junta de Acción Comunal de Rincón	40,329,503	21,002	40,329,503	21,002	57,160,103	29,767	71%
ADAM-ARD-FIS-121-G-082	Junta de Acción Comunal Central Corregimiento Siete Vueltas	165,298,186	86,082	165,298,186	86,082	220,491,520	114,824	75%
ADAM-ARD-FIS-127-G-070	Juanta de Acción Comunal del Corregimiento de Cañabral	83,673,069	42,210	83,673,069	42,210	104,887,853	52,912	80%
ADAM-ARD-FIS-129-G-074	Junta de Acción Comunal de Cuaspud Nucleo	146,240,833	74,430	146,240,833	74,430	255,084,734	129,826	57%
ADAM-ARD-FIS-132-G-072	Junta de Acción Comunal de la Vereda El Garzal	79,615,483	40,520	79,615,483	40,520	99,237,999	50,507	80%
ADAM-ARD-FIS-133-G-083	Junta de Acción Comunal Vereda Los Angeles	208,422,415	106,638	208,422,415	106,638	439,335,892	224,784	47%
ADAM-ARD-FIS-134-G-078	Asociación Comunal de Juntas del Municipio de San Vicente	114,855,783	58,249	114,855,783	58,249	620,446,406	314,660	19%
ADAM-ARD-FIS-152-G-091	CORTIPAZ	57,963,188	26,672	57,963,188	26,672	92,526,518	42,577	63%
ADAM-ARD-FIS-163-G-096	Junta de Acción Comunal Vereda La Pajuela	191,720,591	91,296	191,720,591	91,296	276,710,903	131,767	69%
ADAM-ARD-FIS-165-G-106	Junta Acción Comunal Pueblo Nuevo	119,418,233	55,344	119,418,233	55,344	166,398,224	77,117	72%
ADAM-ARD-FIS-171-G-108	Junta de Acción Comunal de Patía	111,664,613	56,602	111,664,613	56,602	290,174,400	147,087	38%
ADAM-ARD-FIS-175-G-117	Junta de Acción Comunal de la Vereda El Palmar Criollo	95,694,553	47,367	95,694,553	47,367	132,384,834	65,528	72%
ADAM-ARD-FIS-177-G-115	Asociación de Damas Unidas de Puerto Claver	136,218,046	67,425	136,218,046	67,425	201,208,358	99,594	68%
ADAM-ARD-FIS-182-G-120	Juanta de Acción Comunal de la Vereda Guayabos Pueblo Nuevo	97,315,814	48,081	97,315,814	48,081	150,681,047	74,448	65%
ADAM-ARD-FIS-183-G-125	Junta de Accion Comunal Vereda El Cauchal	142,769,818	71,036	142,769,818	71,036	326,678,611	162,540	44%
ADAM-ARD-FIS-184-G-121	Junta de Acción Comunal Vereda Las Deicias	223,217,913	109,127	223,217,913	109,127	688,581,473	336,634	32%
ADAM-ARD-FIS-187-C-124	Junta de Accion Comunal Vereda El Recreo	75,067,812	36,184	75,067,812	36,184	230,432,709	111,073	33%

Activity Number	Implementer	ADAM Committed Funding		ADAM Obligated Funding		Total Value of Activity		% ADAM Counterpart
		Value Pesos	Value US\$	Value Pesos	Value US\$	Value Pesos	Value US\$	
ADAM-ARD-FIS-211-G-131	Junta de Acción Comunal de la Vereda Agua Dulce municipio de la Gloria	143,112,638	78,292	130,000,000	71,118	634,981,382	347,375	23%
ADAM-ARD-FIS-223-G-138	Junta de Acción Comunal de la Localidad El Palmar	113,162,796	63,574	113,162,796	63,574	218,167,510	122,565	52%
ADAM-ARD-FIS-225-G-141	Junta de Acción Comunal Vereda Vista hermosa	116,857,759	65,926	116,857,759	65,926	216,463,044	122,120	54%
ADAM-ARD-FIS-227-G-145	Junta de Acción Comunal de la Vereda San Miguel	33,005,152	18,925	33,005,152	18,925	62,594,132	35,891	53%
ADAM-ARD-FIS-240-G-148	Junta de Acción comunal Vereda El Quebradón	120,043,659	68,839	120,043,659	68,839	243,387,297	139,557	49%
ADAM-ARD-FIS-241-G-149	Asociación de Agricultores de la Isla La Amargura Municipio de Cáceres - AGRIMAR	76,620,937	44,290	76,620,937	44,290	141,590,653	81,844	54%
ADAM-ARD-FIS-257-G-154	Asociación de Padres de Familia del Colegio Alfonso López	120,714,751	70,717	120,714,751	70,717	199,315,401	116,763	61%
ADAM-ARD-FIS-259-G-158	Asociación de Usuarios del Acueducto Rural Gaitania	151,468,461	88,689	151,468,461	88,689	319,468,461	187,057	47%
ADAM-ARD-FIS-287-G-166	Junta de Acción Comunal Vereda La Cabaña	74,300,005	40,785	74,300,005	40,785	122,469,721	67,226	61%
ADAM-ARD-FIS-290-G-167	Junta de Acción comunal de la vereda de Corozal	126,816,239	67,028	126,816,239	67,028	233,973,114	123,664	54%
ADAM-ARD-FIS-292-G-169	Asociación de Padres de Familia del Colegio Agropecuario San Antonio de Padua	73,860,031	39,273	73,860,031	39,273	115,305,404	61,310	64%
ADAM-ARD-FIS-293-G-172	Junta de Acción comunal de la Inspección Patio Bonito	132,866,368	71,270	132,866,368	71,270	320,846,818	172,104	41%
ADAM-ARD-FIS-307-G-181	Junta de Acción Comunal Vereda Nueva Esperanza	130,537,140	63,629	130,537,140	63,629	245,581,830	119,738	53%
TOTALES SIF/ADAM		6,302,817,639	3,106,305	6,289,705,001	3,099,131	12,898,062,179	6,404,656	49%

D. SIF/IDP ACTIVITIES

Activity Number	Implementer	ADAM Committed Funding		ADAM Obligated Funding		Total Value of Activity		% ADAM Counterpart
		Value Pesos	Value US\$	Value Pesos	Value US\$	Value Pesos	Value US\$	
ADAM-ARD-FIS-IDP-002-G-001	Asociación del Acueducto Rural de Rionegro	569,305,974	237,211	569,305,974	237,211	864,053,848	360,022	66%
ADAM-ARD-FIS-IDP-005-G-004	Asociación de padres de familia de la Institución Educativa Alejandro de Humbolt	143,850,086	59,938	143,850,086	59,938	167,050,086	69,604	86%
ADAM-ARD-FIS-IDP-006-G-005	Asociación Comunitaria de Desplazados Palermo Sur	128,807,786	53,670	128,807,786	53,670	153,483,088	63,951	84%
ADAM-ARD-FIS-IDP-007-G-003	Asociación Surcolombiana de Desplazados Internos	173,675,112	72,365	173,675,112	72,365	246,089,272	102,537	71%
ADAM-ARD-FIS-IDP-008-G-002	Asociación Comunal de Juntas de la Comuna 10	667,998,633	278,333	667,998,633	278,333	4,184,092,741	1,743,371	16%
ADAM-ARD-FIS-IDP-017-G-008	Asociación de Mineros Desplazados del Municipio de Santa Rosa del Sur de Bolívar	504,361,893	214,622	504,361,893	214,622	1,294,384,671	550,801	39%
ADAM-ARD-FIS-IDP-024-G-018	Junta de Acción Comunal Vereda la Viuda	199,403,532	87,343	199,403,532	87,343	245,195,404	107,636	81%
ADAM-ARD-FIS-IDP-025-G-010	Asociación de Vivienda de Desplazados del Sur	178,657,722	78,256	178,657,722	78,256	301,100,667	131,888	59%
ADAM-ARD-FIS-IDP-030-G-023	Asociación de Padres de Familia Institución Educativa San Carlos	166,252,635	73,239	166,252,635	73,239	198,662,422	87,516	84%
ADAM-ARD-FIS-IDP-031-G-024	Junta de Acción Comunal Vereda Naranjito	97,010,523	42,736	97,010,523	42,736	105,060,523	46,282	92%
ADAM-ARD-FIS-IDP-036-G-038	Junta de acción comunal de la vereda la fonda	46,735,118	20,498	46,735,118	20,498	61,840,268	27,123	76%
ADAM-ARD-FIS-IDP-101-G-061	Asociación de Desplazados del Municipio de Puerto Caicedo ASODESCA	29,374,826	15,492	29,374,826	15,492	270,625,807	142,730	11%
ADAM-ARD-FIS-IDP-126-G-079	CORPDESEM	298,676,124	150,535	298,676,124	150,535	1,355,276,124	683,068	23%
ADAM-ARD-FIS-IDP-131-G-068	Asociación de Padres de Hogares de Bienestar del Municipio de Puerto Parra	205,882,442	105,149	205,882,442	105,149	255,882,442	130,686	80%

Activity Number	Implementer	ADAM Committed Funding		ADAM Obligated Funding		Total Value of Activity		% ADAM Counterpart
		Value Pesos	Value US\$	Value Pesos	Value US\$	Value Pesos	Value US\$	
ADAM-ARD-FIS-IDP-141-G-084	Asociación de Padres de Familia de la Institución Educativa Santa Teresa	81,973,346	41,855	81,973,346	41,855	132,777,443	67,795	62%
ADAM-ARD-FIS-IDP-157-G-092	Asociación de Padres de Familia de la Institución Educativa Fray Plácido	287,479,374	133,031	287,479,374	133,031	440,605,092	203,890	65%
ADAM-ARD-FIS-IDP-162-G-093	Asociación de Padres de Familia Instituto San Francisco de Asís	173,029,363	79,154	173,029,363	79,154	271,525,446	124,212	64%
ADAM-ARD-FIS-IDP-164-G-103	Junta de Acción Comunal de la Vereda Nueva Esperanza Hacienda La Miel	172,646,995	79,115	172,646,995	79,115	288,996,326	132,432	60%
ADAM-ARD-FIS-IDP-167-G-107	Asociación de Vivienda Nuevo Amanecer	488,925,270	241,661	488,925,270	241,661	550,984,723	272,335	89%
ADAM-ARD-FIS-IDP-176-G-116	Asociación de Padres de Familia Institución Educativa Misael Pastrana Borrero	108,930,887	53,918	108,930,887	53,918	151,930,887	75,203	72%
ADAM-ARD-FIS-IDP-179-G-119	Asociación de Padres de Familia del Colegio Departamental Las Mercedes de Nataga-Huila	36,535,300	18,222	36,535,300	18,222	67,535,300	33,683	54%
ADAM-ARD-FIS-IDP-185-G-122	Junta de Acción Comunal del Alto de los Ádolos	65,829,617	32,183	65,829,617	32,183	109,706,352	53,633	60%
ADAM-ARD-FIS-IDP-186-G-123	Asociación de Vivienda Lomas de Comfacauca	502,995,964	245,139	502,995,964	245,139	4,759,366,314	2,363,141	11%
ADAM-ARD-FIS-IDP-188-G-126	Asociación de Padres de Familia del Centro Docente Eduardo Santos de Neiva	452,818,711	220,653	452,818,711	220,653	814,850,749	397,066	56%
ADAM-ARD-FIS-IDP-202-G-128	Asociación de Desplazados del Campo ASODESCAM	379,516,270	205,857	350,000,000	189,846	1,576,579,395	855,168	24%
ADAM-ARD-FIS-IDP-209-G-129	Junta de Acción Comunal de Canangucho	173,690,461	94,195	160,000,000	86,770	282,702,019	153,313	61%

Activity Number	Implementer	ADAM Committed Funding		ADAM Obligated Funding		Total Value of Activity		% ADAM Counterpart
		Value Pesos	Value US\$	Value Pesos	Value US\$	Value Pesos	Value US\$	
ADAM-ARD-FIS-IDP-215-G-130	CORDESEM	299,173,634	166,984	299,173,634	166,984	1,375,878,348	767,948	22%
ADAM-ARD-FIS-IDP-216-G-134	Asociación Comunitaria de Vivienda de Población Desplazada Cristo Rey	458,511,094	249,870	458,511,094	249,870	2,746,348,988	1,496,648	17%
ADAM-ARD-FIS-IDP-221-G-139	Junta de Acción Comunal Puertas del Sol	126,779,240	71,023	126,779,240	71,023	228,866,178	128,213	55%
ADAM-ARD-FIS-IDP-222-G-137	Asociación de Padres de Familia de la Institución Educativa La Paz	287,564,891	161,558	287,564,891	161,558	567,533,162	318,848	51%
ADAM-ARD-FIS-IDP-226-G-144	ACUAMODELIA	209,394,891	120,065	209,394,891	120,065	391,456,455	224,458	53%
ADAM-ARD-FIS-IDP-233-G-153	Asociación de Vivienda de Desplazados del Sur	398,270,078	228,366	398,270,078	228,366	4,056,457,809	2,325,949	10%
ADAM-ARD-FIS-IDP-258-G-157	Asociación de Padres de Familia del Colegio Nacional San Sebastián	104,015,153	60,934	104,015,153	60,903	190,215,153	111,376	55%
ADAM-ARD-FIS-IDP-291-G-168	Asociación de Padres de Familia de la Institución Educativa Esteban Rojas Tovar	91,166,860	48,186	91,166,860	48,186	164,153,041	86,762	56%
ADAM-ARD-FIS-IDP-294-G-173	Corporación Casa de la Juventud	278,971,816	149,642	278,971,816	149,642	631,449,600	338,713	44%
ADAM-ARD-FIS-ISP-300-G-174	Asociación Surcolombiana de Desplazados Internos	88,218,673	46,237	88,218,673	46,237	164,890,293	86,422	54%
ADAM-ARD-FIS-IDP-301-G-175	Asociación de Padres de Familia de la Institución Educativa Montessori	437,106,750	216,654	437,106,750	216,654	1,925,286,230	957,279	23%

Activity Number	Implementer	ADAM Committed Funding		ADAM Obligated Funding		Total Value of Activity		% ADAM Counterpart
		Value Pesos	Value US\$	Value Pesos	Value US\$	Value Pesos	Value US\$	
TOTALES SIF-IDP		9,113,537,044	4,453,889	9,070,330,313	4,430,422	31,592,892,666	15,821,702	29%

E. Activities that apply to all three components

Activity Number	Implementer	ADAM Committed Funding		ADAM Obligated Funding		Total Value of Activity		% ADAM Counterpart
		Value Pesos	Value US\$	Value Pesos	Value US\$	Value Pesos	Value US\$	
A-IICA—I-C-DA-A-001	IICA	316,880,505	132,034	316,880,505	132,034	316,880,505	132,034	100%
ADAM-ARD-SU-099-C-019	Indexcol Ltda.,	41,982,851	21,431	41,982,851	21,431	41,982,851	21,431	100%
ADAM-ARD-SU-100-C-025	Código de Diseño Certificado Codice Ltda	50,000,000	25,033	46,000,000	23,030	50,000,000	25,033	100%
ADAM-ARD-SU-100-C-026	Kumu Ltda	50,000,000	25,033	46,000,000	23,030	50,000,000	25,033	100%
ADAM-ARD-SU-191-C-047	Fundacion Teatro Libre de Bogota	90,952,688	51,116	90,952,688	51,116	90,952,688	51,116	100%
ADAM-IICA-SU-004-C-004	IICA	83,402,953	37,068	83,402,953	37,068	83,402,953	37,068	100%
ADAM-ARD-SU-213-C-033	Red de Emisoras comunitarias del Putumayo - Cantoyaco	68,223,559	37,946	68,223,559	37,946	68,223,559	37,946	100%
ADAM-ARD-SU-281-C-098	Eliana Mercedes Restrepo Ibiza	21,381,780	12,578	21,381,780	12,578	21,381,780	12,578	100%
ADAM-GRANT THORNTON-001	Grant Thornton Ulloa Garzón	200,000,000	100,000	TBD	TBD	200,000,000	100,000	100%
ADAM-BDO AUDIT AGE S.A.-001	BDO Audit Age S.A.A.	200,000,000	100,000	TBD	TBD	200,000,000	100,000	100%
TOTAL		1,122,824,336	542,239	714,824,336	338,233	1,122,824,336	542,239	100%

ANNEX D: ADAM ARTICLES, & OTHER COMMUNICATIONS PRODUCTS

CONSTRUYENDO UN MEJOR FUTURO

Los proyectos de infraestructura social y productiva de USAID se han vuelto un elemento central en sus programas de Desarrollo Alternativo.

Cuando las obras de infraestructura en los proyectos de desarrollo no consultan las necesidades reales de las comunidades y no se enfocan en un trabajo eficiente y de calidad, corren el peligro de convertirse en "elefantes blancos". Si las necesidades de las comunidades son tan grandes, y el potencial de una buena obra de infraestructura para satisfacerlas es inmenso, ¿qué se puede hacer para reconciliar estas dos realidades?

La Agencia de Estados Unidos para el Desarrollo Internacional (USAID), a través de su programa de Desarrollo Alternativo, y en coordinación con la Agencia Presidencial para la Acción Social y la Cooperación Internacional, Acción Social, está implementando una metodología que no solamente garantiza la eficiencia y la transparencia en el manejo de los proyectos de infraestructura, sino que también fortalece la capacidad organizativa de las comunidades. ¿Cómo funciona?

1. Identificación de los proyectos: Los proyectos son identificados por las propias comunidades en escenarios de participación social denominados mesas de concertación. Este es un espacio democrático en el cual las comunidades, en conjunto con la administración municipal, la gobernación y el sector privado,

priorizan sus necesidades en obras de infraestructura social y productiva. Las mesas de concertación promueven la representatividad, la democracia y la legitimidad y, en muchas comunidades, son las primeras experiencias de participación real que ha tenido la gente. Una vez identificados los proyectos, las comunidades reciben los recursos para ejecutar directamente las obras, promoviendo el empoderamiento de las mismas.

2. Acuerdos de cofinanciación: Los proyectos se realizan con contribuciones de todos los participantes, incluyendo los gobiernos municipales y departamentales, la misma comunidad y los programas que ejecutan recursos de USAID. Los fondos de contrapartida son significativos en relación con el costo total de las obras, lo cual demuestra el compromiso de las administraciones y las comunidades con el enfoque.

3. Implementación de las obras: Las obras son implementadas por las propias comunidades organizadas a través de las Juntas de Acción Comunal (JAC), las asociaciones de desplazados y las organizaciones de mujeres y campesinos. Su ejecución se lleva a cabo a través de los comités operativos y de veeduría.

a. Comité operativo: Las acciones que demandan las obras para su

LOS RESULTADOS

- Eficiencia en la implementación de las obras (100% terminadas) con altos niveles de calidad.
- Excelente manejo financiero, cero incidentes de corrupción y generación de ahorros entre un 25 y un 30% para financiar más obras.
- Creación de capacidad administrativa en las comunidades, en particular con las familias desplazadas, construyendo un importante capital social rural.
- Apertura de espacios de participación donde las comunidades y las autoridades negocian en condiciones iguales. Esto se constituye en una experiencia tangible de la democracia.
- Más reconocimiento de la presencia del Estado en regiones tradicionalmente olvidadas; reduciendo la influencia de la cultura ilícita.



implementación (adquisiciones, contratación de mano de obra calificada y no calificada, etc.) y las decisiones que de ellas se derivan, son tomadas en este espacio de amplia representación ciudadana. El comité está conformado por representantes de la alcaldía, las organizaciones de base y el comité de veeduría; así como los ingenieros, el director de obra, el contador, el interventor y un funcionario de uno de los proyectos de USAID.

b. Comité de veeduría: El control social y la vigilancia de las obras está a cargo de las mismas comunidades a través de este comité, cuyos miembros son elegidos por los beneficiarios del proyecto.

Tan exitoso ha sido el enfoque, que uno de los proyectos de desarrollo más

grandes de USAID en Colombia – el Programa Áreas de Desarrollo Alternativo Municipal (ADAM) – está construyendo más de 125 obras de infraestructura social y productiva en un período de cuatro años. ¿Y qué tan importantes son estas obras para la comunidad? En las palabras de una de las beneficiarias del acueducto de Rionegro en Popayán, Cauca: “Estuvimos trabajando por muchos años para abastecer de agua a nuestra comunidad, que sufrió con la llegada de familias desplazadas que también requerían el servicio. Con la ayuda de USAID, ahora tenemos cobertura total y una planta de tratamiento de agua potable que beneficia a 1.500 familias”. @



ANTIOQUIA/CÓRDOBA REGIONAL OFFICE

Del 12 al 16 de agosto la Corporación Antioquia Mía, el DAPARD y la ADAM USAID, realizarán la Campaña de Documentación en la subregión de Urabá



La Corporación Antioquia Mía que preside la Esposa del Gobernador María Eugenia Maya de Ramos, realizará del 12 al 16 de agosto su programa "Campaña de Documentación", con el apoyo del DAPARD y la ADAM USAID.

Arboletes, San Juan de Urabá, San Pedro de Urabá y Turbo son los municipios que se beneficiarán de este programa. La expedición de los documentos no tiene ningún costo y se tramitan: registros civiles, tarjetas de identidad, cédulas de ciudadanía y renovación de esta. "Con este programa garantizamos que las personas accedan a sus derechos como ciudadanos", asegura la señora María Eugenia Maya de Ramos.

La Corporación Antioquia Mía ha realizado este programa en los municipios de Uramita y Vegachí donde se han entregado 2.197 documentos.

GOBERNACIÓN DE ANTIOQUIA
DIRECCIÓN DE COMUNICACIÓN INFORMATIVA
Despacho del Gobernador
Medellín, agosto 11 de 2008
846

El proyecto tiene un costo aproximado de 15 mil millones de pesos

'Sembrando' futuro con aroma de frutas

POPAYÁN
Avanza la ejecución del proyecto Hortofrutícola en la zona de Popayán, vinculando varios municipios del Cauca.

El fondo, ARI administrado por la Unidad Agraria Internacional de Estados Unidos para el Desarrollo, los municipios de Páramo, Morales, Tambo, El Tambo y Cajibío, además de la empresa privada Jagoza, apoyan el proyecto.

El propósito es apoyar a 775 familias campesinas e indígenas ubicadas en los municipios antes mencionados, para implementar la siembra de 571 hectáreas en Aguacate, habas, 76 hectáreas en mora y 12,5 hectáreas para tomate de mesa y pimentón de colores.

Beneficiarios también aportan

Es importante resaltar el avance y la participación de las familias vinculadas con el proyecto, dado que ellas aportan

el 82,3 por ciento del total de los costos del proyecto, en bienes y servicios y mediante créditos que la Corporación le otorga.

Además, les facilita el acceso a través del Agro Seguro, Fomento de Capitalización Rural.

LA ASesoría TÉCNICA es fundamental para que la producción cumpla con la condiciones de comercialización.



¿Sabía usted que...

La Corporación Colombia Internacional (CCI) es una entidad autónoma de participación mixta, sin ánimo de lucro, con 14 años de experiencia en el campo de los negocios de agro exportación. La CCI promueve, incuba y dinamiza el avance del sector agrícola y la industria alimenticia en Colombia.

LUNES
311 - 20

El proyecto tiene un costo aproximado de 15 mil millones de pesos.

La CCI, Corporación Colombia Internacional, tiene el compromiso de garantizar la asistencia técnica y la comercialización de los productos diferentes a la mora, ya que este producto lo comercializa directamente la firma Jagoza.

1.560

millones aporta el fondo, los cuales se transfieren a la Corporación Colombia Internacional, ejecutora del proyecto.

EMPRESA MUNICIPAL DE ENERGÍA ELÉCTRICA S.A. - E.S.P.

Tel. 301-300-001-8 N.º I.C.R. 21900-000-2

BOGOTÁ, REPÚBLICA DE COLOMBIA, DEPARTAMENTO DE BOGOTÁ, BOGOTÁ

TARIFAS DEL SECTOR RESIDENCIAL Y NO RESIDENCIAL

PARA JULIO DE 2006

VIGENTES A HASTA AGOSTO 31 DE 2006

SECTOR RESIDENCIAL (LÍNEA Fija)		SECTOR NO RESIDENCIAL (LÍNEA Fija)	
Consumo (kWh)	Tarifa	Consumo (kWh)	Tarifa
0 - 10	14.000	0 - 10	14.000
11 - 20	17.000	11 - 20	17.000
21 - 30	20.000	21 - 30	20.000
31 - 40	23.000	31 - 40	23.000
41 - 50	26.000	41 - 50	26.000
51 - 60	29.000	51 - 60	29.000
61 - 70	32.000	61 - 70	32.000
71 - 80	35.000	71 - 80	35.000
81 - 90	38.000	81 - 90	38.000
91 - 100	41.000	91 - 100	41.000
101 - 110	44.000	101 - 110	44.000
111 - 120	47.000	111 - 120	47.000
121 - 130	50.000	121 - 130	50.000
131 - 140	53.000	131 - 140	53.000
141 - 150	56.000	141 - 150	56.000
151 - 160	59.000	151 - 160	59.000
161 - 170	62.000	161 - 170	62.000
171 - 180	65.000	171 - 180	65.000
181 - 190	68.000	181 - 190	68.000
191 - 200	71.000	191 - 200	71.000
201 - 210	74.000	201 - 210	74.000
211 - 220	77.000	211 - 220	77.000
221 - 230	80.000	221 - 230	80.000
231 - 240	83.000	231 - 240	83.000
241 - 250	86.000	241 - 250	86.000
251 - 260	89.000	251 - 260	89.000
261 - 270	92.000	261 - 270	92.000
271 - 280	95.000	271 - 280	95.000
281 - 290	98.000	281 - 290	98.000
291 - 300	101.000	291 - 300	101.000
301 - 310	104.000	301 - 310	104.000
311 - 320	107.000	311 - 320	107.000
321 - 330	110.000	321 - 330	110.000
331 - 340	113.000	331 - 340	113.000
341 - 350	116.000	341 - 350	116.000
351 - 360	119.000	351 - 360	119.000
361 - 370	122.000	361 - 370	122.000
371 - 380	125.000	371 - 380	125.000
381 - 390	128.000	381 - 390	128.000
391 - 400	131.000	391 - 400	131.000
401 - 410	134.000	401 - 410	134.000
411 - 420	137.000	411 - 420	137.000
421 - 430	140.000	421 - 430	140.000
431 - 440	143.000	431 - 440	143.000
441 - 450	146.000	441 - 450	146.000
451 - 460	149.000	451 - 460	149.000
461 - 470	152.000	461 - 470	152.000
471 - 480	155.000	471 - 480	155.000
481 - 490	158.000	481 - 490	158.000
491 - 500	161.000	491 - 500	161.000
501 - 510	164.000	501 - 510	164.000
511 - 520	167.000	511 - 520	167.000
521 - 530	170.000	521 - 530	170.000
531 - 540	173.000	531 - 540	173.000
541 - 550	176.000	541 - 550	176.000
551 - 560	179.000	551 - 560	179.000
561 - 570	182.000	561 - 570	182.000
571 - 580	185.000	571 - 580	185.000
581 - 590	188.000	581 - 590	188.000
591 - 600	191.000	591 - 600	191.000
601 - 610	194.000	601 - 610	194.000
611 - 620	197.000	611 - 620	197.000
621 - 630	200.000	621 - 630	200.000
631 - 640	203.000	631 - 640	203.000
641 - 650	206.000	641 - 650	206.000
651 - 660	209.000	651 - 660	209.000
661 - 670	212.000	661 - 670	212.000
671 - 680	215.000	671 - 680	215.000
681 - 690	218.000	681 - 690	218.000
691 - 700	221.000	691 - 700	221.000
701 - 710	224.000	701 - 710	224.000
711 - 720	227.000	711 - 720	227.000
721 - 730	230.000	721 - 730	230.000
731 - 740	233.000	731 - 740	233.000
741 - 750	236.000	741 - 750	236.000
751 - 760	239.000	751 - 760	239.000
761 - 770	242.000	761 - 770	242.000
771 - 780	245.000	771 - 780	245.000
781 - 790	248.000	781 - 790	248.000
791 - 800	251.000	791 - 800	251.000
801 - 810	254.000	801 - 810	254.000
811 - 820	257.000	811 - 820	257.000
821 - 830	260.000	821 - 830	260.000
831 - 840	263.000	831 - 840	263.000
841 - 850	266.000	841 - 850	266.000
851 - 860	269.000	851 - 860	269.000
861 - 870	272.000	861 - 870	272.000
871 - 880	275.000	871 - 880	275.000
881 - 890	278.000	881 - 890	278.000
891 - 900	281.000	891 - 900	281.000
901 - 910	284.000	901 - 910	284.000
911 - 920	287.000	911 - 920	287.000
921 - 930	290.000	921 - 930	290.000
931 - 940	293.000	931 - 940	293.000
941 - 950	296.000	941 - 950	296.000
951 - 960	299.000	951 - 960	299.000
961 - 970	302.000	961 - 970	302.000
971 - 980	305.000	971 - 980	305.000
981 - 990	308.000	981 - 990	308.000
991 - 1000	311.000	991 - 1000	311.000

Carrera No. 5-47 Oficio 183 Teléfono 301-310-001-8 (línea fija) 301-310-001-8 (línea móvil)

Se afianza Cooperación Internacional en el Cauca

Para el Gobernador González Mosquera, es vital la ayuda internacional en la prestación de diversos proyectos de impacto social en la región.

BOGOTÁ, 31 de Julio
Por estos caminos andará el Cauca, con la cooperación internacional para el desarrollo. El gobernador Alberto González Mosquera, quien en compañía con el Alcalde de Popayán, regular de agosto, viajará para apoyar diversos proyectos de impacto social en la región.



Sobre titulación de predios

El Gobernador Alberto González Mosquera indicó que la cooperación internacional para el desarrollo es vital para el Cauca, especialmente en la titulación de predios. Él viajó a Bogotá para el lanzamiento de la Ley de Tierras, donde se firmó un convenio con el Fondo Internacional de Desarrollo Agrario (FIDA) para apoyar la titulación de predios en el Cauca. Además, se firmó un convenio con el Fondo Internacional de Desarrollo Agrario (FIDA) para apoyar la titulación de predios en el Cauca.

Los proyectos de impacto social, son garantía de que hay un gran interés en el desarrollo de la región. González Mosquera destacó la reunión que se sostuvo en la sede de la Gobernación y que contó con la presencia de representantes de la Agencia para el Desarrollo Internacional de sus proyectos. El gobernador Mosquera y la Fundación Internacional de Desarrollo Agrario (FIDA) firmaron un convenio de cooperación para el desarrollo de la región.

Cauca Sin Hombre

El Gobierno también se reúne al fortalecimiento del programa Cauca Sin Hombre, con la participación de la Organización de Naciones Unidas para la Agricultura y la Alimentación, el Programa Mundial de Alimentos, el Ministerio de Transporte, Salud y Seguridad Social, y el Instituto Colombiano de Desarrollo Rural.

Con esta agenda y el programa Ruta de Acción Social, se busca poner en marcha acciones operativas dirigidas a establecer Centros de Rehabilitación Nutricional que son esenciales para garantizar la salud pública en comunidades vulnerables que enfrentan problemas de nutrición, especialmente en zonas de alta vulnerabilidad.

El fortalecimiento de programas que el Gobierno Departamental y el apoyo de las agencias internacionales, puede hacer un gran aporte al desarrollo de la región y los puede apoyar en particular en el Cauca Sin Hombre, dijo González Mosquera. El programa se realizará en el municipio de Tuluá porque es una localidad que enfrenta problemas de salud.

Varios Resignados en Cauca

El gobernador Mosquera dijo que el Cauca que hace un mes se enfrentó a una situación de crisis, por lo cual se trasladó para el Cauca el Departamento y que los líderes resignados por sus propios intereses.

Viaje a Rusia

El gobernador participó en la Feria de la Asociación de Mujeres de la Federación de Mujeres de Colombia y se comprometió para el Cauca. El gobernador Mosquera dijo que el Cauca que hace un mes se enfrentó a una situación de crisis, por lo cual se trasladó para el Cauca el Departamento y que los líderes resignados por sus propios intereses.

Más mora de Castilla PARA LA INDUSTRIA DEL PAÍS

En la meseta de Repayán (Cauca), productores agrícolas participan en el cultivo de 78 hectáreas de mora de Castilla, cuyo sabor inconfundible, es apreciado en el país y en el exterior, tanto en fresco como en procesado.



La mora de Castilla es apreciada en el país y en el exterior, tanto en fresco como en procesado.

El cultivo de la mora de Castilla se inició en 1998 en el municipio de Repayán (Cauca), cuando un grupo de productores agrícolas participó en un proyecto de cultivo de mora de Castilla...

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El cultivo de la mora de Castilla se inició en 1998 en el municipio de Repayán (Cauca), cuando un grupo de productores agrícolas participó en un proyecto de cultivo de mora de Castilla...

SEMARAMOS COLOMBIA A DAR PAPAYA MARADOL. Includes images of papayas and a small diagram of the fruit's structure.

La mora de Castilla es apreciada en el país y en el exterior, tanto en fresco como en procesado. El cultivo de la mora de Castilla se inició en 1998 en el municipio de Repayán (Cauca), cuando un grupo de productores agrícolas participó en un proyecto de cultivo de mora de Castilla...

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La mora de Castilla es apreciada en el país y en el exterior, tanto en fresco como en procesado.

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La mora de Castilla constituye el primer sabor preferido por los hogares colombianos.

“Dejamos de ser un problema, ahora somos ejemplo”

Por: [Cecilia Rodríguez](#)
Publicado: 11 de mayo de 2008

Dos comunidades campesinas recibieron al Embajador de los Estados Unidos en Popayán:



Ayer, antes de que cantaran los gallos, dos familias campesinas de Popayán le mostraron al día para despedir una día muy especial, nada menos que con el Embajador de los Estados Unidos, William Kristoff.

En la vereda Barrío Plinado, al sur de la ciudad, Ana Riberda Mazubal, presidente y representante legal de la asociación Acopiario Rural de Riobuena, ajó su arreglo personal, mientras su madre, Alicia Maca y sus vecinas, prendían el fogón para hacer el café y los torrados de pipián que ofrecerían a su ilustre visitante y toda la comitiva que visitaba la planta de tratamiento del proyecto, construido con apoyo del programa ABAM de la agencia Usaid.

Después en el sitio, ensayaron una vez más el plan previsto en el recorrido, donde en pocos minutos tenía el reto de controlar el proceso mediante el cual potabilizan el agua de manera natural, mediante tecnología de producción limpia.

Habían nervios pero también mucha alegría porque atrás quedaron veinte años de búsqueda, pasando de ser “un problema” a un “proyecto exitoso”, liderado por una comunidad, que ahora administra su propio acueducto veredal. También porque lleva en sus hombros la responsabilidad de haber nacido de su padre el proyecto que incluyó con otros gestores hace 30 años, con el apoyo del Comité Departamental de Cafeteros del Cauca. Entonces la meta era llevar el líquido a 300 familias y hoy llega a 1500, pertenecientes a 10 veredas de tres municipios: Popayán, Sotará y Timbío.

Era tanta su emoción, que durante la visita no paró de hablar. La historia y los detalles sufieren sin problema, no sólo para contar lo realizado, también para reclamar la continuidad del apoyo y garantizar el ciclo del agua, traducido en reforestación y protección de la cuenca “para devolver el agua limpia de nuevo al río”, preocupándose “si se acaba el agua, entonces pienso qué planta de tratamiento y acueducto?”



Entretanto, al otro extremo de Popayán, en la zona morosa, vereda La Rejosa, lo esperaba igualmente unido Juan Bautista Aguirre, junto con su esposa y sus dos hijos, quien en dieciséis años de terreno viene adelantando un interesante proyecto de café especiales.

En medio de funcionarios de entidades, periodistas y el Gobernador del Cauca, recibió con desgarro al diplomático y se dio el lujo de escoltarlo y dirigirle el proceso de recolección del grano, pasando por el beneficiadero ecológico, donde lo invitó a subir en la bicicleta para sacar la cerveza del café e iniciar la fermentación, el lavado y el secado.

En la nota visita representó a los cerca de diez mil cafeteros caucanos que optaron por la producción orgánica, con el apoyo de las agencias de cooperación americana y la Federación de Cafeteros y que vienen poniendo su importante cuota de café especiales en el mercado de los Estados Unidos y otros lugares del mundo.



Haciendo gala de su sentido del humor, departió “de tú a tú” con la también presencia del diplomático, quien le aseguró de entrada que sabía mucho de alguien persona de café, sólo que “por millones de consumidores en su país serían con tomar un “Juan Valdez”, el mismo que su gobierno viene apoyando.

Don “Juancho” como Riberda, le transmitió al simpático “gringo” un mensaje sereno y optimista del Cauca, convencidos que con su liderazgo y el apoyo de su gobierno, seguirán sembrando un camino seguro.

MAGDALENA MEDIO REGIONAL OFFICE

VANGUARDIA
BOGOTÁ - COLOMBIA

Económica

Clasificación: Internacional, Nacional, Local

Millonaria inversión para cafetales
Reducción ambiental

Café especiales con garantía de sello de certificación y el mejoramiento de la calidad final del grano, es el propósito del convenio que firmó la Agencia de los Estados Unidos para el Desarrollo Internacional, USAID con la Asociación de Productores de la Vereda de Aguachica y La Gloria (Asopropl).

El convenio que contribuirá al mejoramiento de la calidad del café en la región, fue firmado por el director de la Finca, Elio Golobesoff y el representante legal de Asopropl, Luis Agudelo, en el marco de un concepto fiscal organizado por la Gobernación del Cesar.

La USAID a través del programa Áreas de Desarrollo Alternativo Municipal - ADAM - destinó 163 millones 77 mil pesos, además que la Gobernación hizo un aporte de 150 millones 894 mil pesos, entre tanto, el Comité de Cafeteros aportó 106 millones 600 mil pesos, compensando un millón 25 mil pesos y al sello los productores.

Con esta inversión se garantizará café especiales con garantía de sello de certificación y el mejoramiento de la calidad final del grano, por medio del convenio el cual garantizará por beneficios ecológicos.

El convenio cubre la construcción de 170 hectáreas de café y el mejoramiento de la infraestructura para que los cafetales tengan un buen desarrollo comercial por cuenta de la Federación Nacional de Cafeteros.

ANÁLISIS

Es la inversión en proyectos de desarrollo, la Asociación de Productores de Café del Sur del Cesar y el municipio presento los avances del proyecto del establecimiento de varias hectáreas de cacao.

En esta inversión el programa ADAM aporta 1.600 millones de pesos.

El proyecto es el establecimiento de 177 hectáreas de cacao en Aguachica, La Gloria y San Alberto.

Esta actividad genera los 5.900 millones de pesos y beneficia a 460 familias.

Otros titulares

- Tendrán que hacer un estudio de mercado
- El convenio cubre la construcción de 170 hectáreas de café y el mejoramiento de la infraestructura para que los cafetales tengan un buen desarrollo comercial por cuenta de la Federación Nacional de Cafeteros.

Consejo Internacional
Mesa de Trabajo en Conferencia Interna en Dirección de Empresas
www.falcesar.com/colombia/empresas



Cimitarra
Sitio oficial de Cimitarra



Noticias

Obras públicas

ADAM Y LA ALCALDÍA DE CIMITARRA SOCIALIZAN PROYECTO EN LAS VEREDAS EL JARDÍN Y BELLAVISTA

JUNIO 28 DE 2008

La Administración Municipal y ADAM (Áreas de Desarrollo Alternativo) socializaron varios proyectos de infraestructura en las veredas de influencia del programa, donde actualmente se están sembrando 300 hectáreas de caucho natural.



Las obras se realizaron en Palmas del Guayabito, El Jardín y Bellavista, teniendo en cuenta una petición que ellos mismos hicieron. En la socialización las comunidades de estas dos veredas, decidieron que el acueducto y la construcción de dos aulas son las necesidades más apremiantes. "Necesitamos con urgencia el acueducto, es un proyecto ambicioso porque beneficiará a unas 50 familias, esperamos que muy pronto sea una realidad", dijo Diana Moreno presidente de la Vereda El Jardín. La segunda opción de esta comunidad, es el arreglo de la unidad sanitaria de la escuela que está tapada, así lo indicó Eda Henao Salazar profesora del lugar. En la vereda Bellavista se escogió la construcción de 2 aulas, una para el grado tercero y otra para sexto básico, además de la ampliación de las unidades sanitarias, ya que este centro educativo atiende a una población de 80 niños. Germán Guequeta Mateus Secretario de Gobierno Municipal indicó que los proyectos serán presentados por la secretaría de planeación en los próximos días, tanto al programa ADAM como a la Gobernación de Santander. Los proyectos serán cofinanciados al 50% por ADAM, la Gobernación el 25% y la Alcaldía aporta el otro 25%. José Romero Gerente de Asocaucho en Cimitarra y entidad a través de cual ADAM ejecuta el proyecto de siembra de caucho natural, se mostró complacido por la socialización y el interés que las comunidades muestran por los mismos.

En Aguachica

Alianzas de Cooperación Internacional firmó el Gobernador con USAID de Usa

En Aguachica ayer los directores de los programas de Cooperación Internacional en Colombia, Charles Diverbeck, de Áreas de Desarrollo Alternativo Municipal (ADAM); y Max Goldensohn, de Atención a Población Desplazada de la Fundación Panamericana para el Desarrollo (FUPAD) de la Agencia de los Estados Unidos para el Desarrollo Internacional, visitaron la segunda ciudad del Cesar, con el propósito de cumplir con la agenda programada para el sur del Departamento.

En la reunión que se desarrolló en el Coliseo de la Ciudadela de la Paz, estuvo el gobernador de Cesar, Cristian Moreno Panero y delegados de la Agencia de la Presidencia de la República, pertenecientes a la oficina Nacional de Acción Social.

El objetivo de esta visita, fue el de consolidar la alianza de cooperación internacional con el Gobierno Departamental, para avanzar en la recuperación de la legalidad y el fortalecimiento institucional, así como el desarrollo productivo de los municipios del Sur del Cesar.

Según se puede establecer, en la actualidad, la USAID, a través del Programa ADAM cofinancia el proyecto de establecimiento de 697 hectáreas de cacao en los municipios de Aguachica, La Gloria y San Alberto, los cuales benefician a 450 familias. El valor total de los proyectos productivos supera los 5 mil 900 millones de pesos y el aporte de la cooperación internacional es de mil 800 millones de pesos.

También próximamente con el apoyo de USAID se iniciará la construcción de la Red de Distribución Eléctrica para las veredas Agua Dulce, Cuero Tendido y Cuare Bajo del Municipio La Gloria, obras cuyo costo asciende a 622 millones 981 mil pesos, de los cuales 143 millones 112 mil 636 pesos son de recursos de cooperación internacional, y el saldo lo aportan, Ecopetrol (306 millones 899 mil pesos) la comunidad (97 millones 741 mil pesos) el Municipio La Gloria (75 millones 428 mil pesos) e ISA (12 millones de pesos).

Cimitarra, Colectivos de comunicación

Las Carareñas

Noticias

Iniciaron 'Jornadas de Socialización' por Santander

Mujeres y jóvenes, agendan sueños de trabajo



Información

Autor: Mónica Nebelá Lizaso

Cimitarra, Santander

Agosto 15 de 2008. Expectación y satisfacción fue el resultado de las jornadas de socialización del proyecto 'Fortalecimiento de los procesos organizativos de las Redes de Mujeres y Jóvenes para su participación e incidencia política local en Santander' que se llevaron a cabo el pasado 4, 11 y 13 de agosto en el Camen de Chicuri, Puerto Parra y Landáuzuri, respectivamente.

Esta iniciativa es un trabajo y un esfuerzo realizado alrededor de los temas: 'Jóvenes y Equidad de Género' para la región, abordado desde escenarios locales, por esta razón la propuesta reúne las principales redes del territorio: Red de Jóvenes, Red de Mujeres y Red de Emisoras Comunitarias del Magdalena Medio - AREDMAG, en apoyo del Programa Área de Desarrollo Alternativo Municipal - ADAM - a través de servicios de Agencia de Cooperación de Estados Unidos - USAID -

Los eventos han contado con la participación de 'Nodos Juveniles', 'Escuelas para la Equidad de Género', organizaciones locales y representantes de las cooperativas socio-empresariales, productoras y productores, respaldados por ADAM - USAID, además de los beneficiarios, quienes han manifestado su compromiso de participación. Sin embargo, durante las jornadas las más ausentes han sido las Administraciones Municipales, que bajo diferentes excusas relegaron su asistencia.

El equipo técnico, en la voz del Coordinador para Santander, Ernesto González, manifiesta lo provechoso del trabajo pues además de que los temáticas han logrado pasar no sólo sobre a mujeres e hijos para posicionarse en las mesas de trabajo público, desde los diferentes sectores sociales se ha visto el

interés por la propuesta. "Hemos encontrado gran acogida por parte de los productores y productoras ADAM, y compromiso real de las mujeres... con los jóvenes ha sido un poco más difícil, pero continuamos trabajando" aseveró González.



Es aquí que los pobladores del Magdalena Medio reivindican su riqueza cultural al dinamizar los temas del proyecto de forma particular y articulada sus propias iniciativas. El Camen de Chicuri, por ejemplo, se caracterizó por el interés de los productores y productoras ADAM, en conocer los detalles financieros y comprometer a tal magnitud a la comunidad joven, para que las iniciativas puedan trascender en acciones contundentes a mediano y largo plazo.

"No podemos permitir que el apoyo, asesoría e inversión que hacen en este proyecto se de mientras la ejecución del mismo, hay que buscar estrategias para comprometernos en acciones productivas a largo plazo" afirma, Mery Ovieta Manrique, Coordinadora Administrativa y Financiera de la Cooperación de Tierra para la Paz del Magdalena Medio - CORTIPAZ.

Mientras tanto, los jóvenes cuentan con un trabajo de comunicación bastante interesante, desde hace varios meses tienen un colectivo que realiza un programa en la radio comunitaria: Chicuri Estéreo, donde trabajan temas como discapacidad y niñas antipersona, pues sus líderes también han sido víctimas y consideran que como jóvenes representan una de las poblaciones más vulnerables del conflicto colombiano; así lo expresa, Edgar Moreno Moreno, Consejal del municipio y líder de la Red de Jóvenes del Camen, quien es poseer una discapacidad por causa de una mina antipersona.

En Puerto Parra, la dinámica fue opuesta pero igualmente se convirtió en una de las experiencias más gratificantes: en el lugar, los jóvenes organizaron el evento y convocaron de tal manera, que su grupo asistió en la totalidad.



Por su parte, las mujeres emmistasas, adoptaron compromisos de trabajo para iniciar energicamente la labor, el equipo de trabajo, contó con la voz y el voto de hombres - chicos y mayores - interesados en planear y participar de la Escuela para la Equidad de Género de Puerto Parra, pues estos, son los mismos jovencitos y jovencitas que conforman la Red de Jóvenes y la Red de Mujeres. Esto se evidencia en algunos casos particulares, como que la Gestora Local es July Paola Palacio, una joven que no supera los 18 años y ya goza de reconocimiento en su papel de lideresa local y regional para ambos temas.

En Landáuzuri las Mujeres tienen un camino recorrido en el tema de reconocimiento, pues allí la Escuela Local para la Equidad de Género se toma cada sábado los micrófonos de Landáuzuri Estéreo (Emisora Aliada a Arekhang) para tratar sus principales problemáticas y llevar análisis de expertos como experiencias propias a los diferentes hogares del casco urbano y rural. Del lado de los jóvenes su organización apenas está tomando vuelo, pero tiene una fortaleza y está representada por el equipo de la emisora comunitaria en cabeza de su Director de Programación, Gustavo Andrés Hernández, un joven de 22 años, de los cuales lleva dos como radialista apasionado.

En esta labor conjunta, Marelly Cely, Asesora Política de la Red de Mujeres y Facilitadora para el proyecto en Santander, previamente, ha trabajado con las Escuelas Locales de El Camen: Landáuzuri, Puerto Parra y San Vicente, convocando a las productoras ADAM y coordinando agendas para la elaboración de los planes de acción que definirán un programa de trabajo en pro de los indicadores del proyecto.

NARIÑO REGIONAL OFFICE



Inicio | Al día | Nacional | Deportes | Editorial | Patrimonio | Ciudad | Municipios | Política | Informativos | Iglesia | Informes | Justicia | Más

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[2008-08-21] INICIO | Cauca

El Gobierno Afroamericano destina ayudas - Costa pacífica recibirá 15 millones de dólares

Para el fortalecimiento de la producción de cacao, coco y palma en la zona pacífica, el gobierno afroamericano destina 15 millones de dólares a los municipios de la zona costera del sur.

Así se dio a conocer tras la reunión realizada por la Asociación de Municipios del Pacífico Sur de Nariño Asompa y la Oficina de Inversión para el Desarrollo de los Estados Unidos, Incad.

Al encuentro asistieron los alcaldes para puntualizar el tipo de ayuda y el tiempo de ejecución de la misma.

Por su parte, Jaime Andrés, alcalde de La Tola, expresó que en la socialización de la ayuda internacional se concretará la meteorología y seguir para que cada municipio costero participe en la entrega de los recursos.

Así mismo, el alcalde de Tumaco Néstor Conesa precisó que una de las mayores problemáticas de esta localidad es incentivar la producción pesquera.

Por su parte, los demás representantes locales consideraron que se destinó los recursos para incrementar la agricultura, ganadería y coco.

La mesa de trabajo se aprovechó para que los alcaldes manifestaran su preocupación por la falta de un Plan de Agua en la zona costera a los funcionarios de Planeación del departamento, dijo Jaime Andrés.

Se pretende focalizar recursos para la instalación de acueductos rurales en algunas zonas y optimizar el servicio en los cascos urbanos en cada uno de los municipios, expresó el burgomaestre de La Tola.

De esta parte, los alcaldes de la zona pacífica programaron una reunión para la primera semana de septiembre. Durante tres días los burgomaestres estudiarán los perfiles de cada proyecto con el apoyo técnico de la cooperación internacional y asesores municipales de Asistencia Técnica Agropecuaria, Inmat.

"Los técnicos agrícolas prepararán la mesa de trabajo con una semana de anticipación" expresó Jaime Andrés.



Inicio | Al día | Nacional | Deportes | Editorial | Patrimonio | Ciudad | Municipios | Política | Informativos | Iglesia | Informes | Justicia | Más

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[2008-09-23] INICIO | Tumaco

Sueño de casa propia será realidad en Imbibi



A punto de finalizar se encuentra el proyecto de vivienda de interés social de Imbibi, zona costera de Tumaco.

Hasta el momento se ha avanzado un 85% de la población beneficiada con el proyecto urbanístico, así lo señaló Román Mirán, representante de la Oficina de Acción Social.

Los recursos para este plan de vivienda provienen de gestiones internacionales adelantadas con la dependencia.

En este momento se trabaja en la construcción del acueducto y acanalado. Por su lado Acción Social, en coordinación con el municipio de Tumaco, desarrolla el tema de vías, precisó.

La construcción de vivienda, acanalado, acueducto y vías tiene un costo de 3.000 millones de pesos.

Este es un macroproyecto que convocó a los organismos municipales, departamentales, nacionales, y la comunidad internacional como la Organización Internacional de Migraciones, Cim, Adam, Pact Internacional, explicó.

El proyecto de vivienda social se logró a través del Ministerio de Agricultura por medio del Banco Agrario, quien otorgó subsidios.

De igual modo la Administración municipal colaboró con la construcción y el suministro del cemento. Acción Social con la electrificación, vías y materiales de construcción. Los organismos internacionales aportaron con la instalación de redes de acueducto y acanalado.

"Con respecto a las denuncias sobre la existencia de beneficiarios que ya tienen vivienda en este proyecto y aún poseedores de otras, son solamente un rumor. Hasta el momento no hay una denuncia concreta. Nosotros hemos investigado, pero no hay nada concreto. En este proyecto convergen 142 familias en situación de desplazamiento y 52 familias sumapetanas receptoras" dijo el funcionario.

HUILA REGIONAL OFFICE



Noticias

Institucional

LA UNIDAD HACE LA FUERZA

Septiembre 11 de 2008

La comunidad Isnense agradece la participación de la Agencia de Estados Unidos para el Desarrollo Internacional (USAID), al Programa Adam y a la Gobernación del Departamento del Huila, por su vinculación al desarrollo de proyectos de interés comunitario, y como representante el Alcalde Municipal hace entrega de una estatua fabricada por uno de los artesanos que no han olvidado el arte milenario heredado por nuestros antepasados sobre el trabajo en la piedra, en manos del representante de USAID.



La comunidad Isnense agradece la participación de la Agencia de Estados Unidos para el Desarrollo Internacional (USAID), al Programa Adam y a la Gobernación del Departamento del Huila, por su vinculación al desarrollo de proyectos de interés comunitario, y como representante el Alcalde Municipal hace entrega de una estatua fabricada por uno de los artesanos que no han olvidado el arte milenario heredado por nuestros antepasados sobre el trabajo en la piedra, en manos del representante de USAID. El evento tuvo participación de los diferentes veedores de la comunidad, docentes, estudiante, comunidad en general, entes involucrados, quienes además recibieron una muestra cultural y del folclor de nuestra tierra, presentado por el grupo de danzas de la institución educativa José Eustasio Rivera.

Política

Pitalito estuvo en cumbre de G-24

La Nación, Pitalito

Agencia G-24
El alcalde de Pitalito, Carlos Arturo Rendón, en representación de los mandatarios del sector del Huila, presidió la comunidad internacional los resultados de los proyectos de cooperación para mejorar la calidad de vida en las comunidades más necesitadas.

En una reunión en Santa Marta, a la que asistieron embajadores de 24 países (G-24), que hacen parte del grupo de naciones que ayudan en Colombia en diferentes áreas. La experiencia fue realizada por la Unidad de Estado del programa de Desarrollo Alternativo Municipal, Adam, los cuales centran su trabajo en municipios como Pitalito y Isnense.

El alcalde delegado y el coordinador de gobiernos locales en la región Huila de Adam, Mario Alberto Maza, fueron los encargados de socializar las experiencias, explicar el programa y contar a los diplomáticos los avances de este modelo de cooperación en el desarrollo de las comunidades y el fortalecimiento de las instituciones.

Rendón señaló que en Pitalito, la inversión de la Unad ha sido fundamental para ayudar al mejorar las condiciones básicas insalubres de varias comunidades urbanas, rurales y especialmente protegerse vulnerables como las desplazadas por la violencia.

Desarrollo

Destacó que con la colaboración se ha impulsado la economía gracias al apoyo a proyectos productivos en café y frutas. Además, en el área de infraestructura se ha trabajado con un sistema riego, construcción de caminos, piscinas, piscinas, y muy pronto se tendrá un aporte significativo para la construcción de la institución educativa Montessori. Todo sin dejar de lado el apoyo a las finanzas, la planeación y el fortalecimiento social a instituciones.

Las 24 embajadores, reunidos al fin de semana, escucharon con atención los logros obtenidos en esta zona del país; los esquemas trazados para la inversión y el apoyo a los artesanos locales como base de experiencia y motivación hacia el futuro.

Además, en las mencionadas poblaciones del sur del departamento, se cumplen programas como la construcción de infraestructura para el desarrollo y alfabetización el valor de la palabra al impulso a la producción y comercialización de frutas y café; planeación municipal; las jugas campesinas e indígenas y el fortalecimiento del centro provincial de gestión agroempresarial del sur, entre otros.

El Alcalde de Pitalito dijo, sobre su experiencia, que "el encuentro sirvió una excelente oportunidad para mostrar al Huila como ejemplo de desarrollo de iniciativas sostenibles y de experiencia, y así llamar la atención de los 24 países para conocer nuevas ideas en las comunidades que aún no están resueltas y que requieren la inversión internacional".

La intervención del mandatario huilense en el Seminario Internacional de Desarrollo Local, Educación de la Población y ODM (Objetivo de Desarrollo del Milenio), realizado en Santa Marta en el marco de la reunión del G-24.

Vale destacar que el programa Adam recibe recursos y cooperación de Estados Unidos, con el fin de ser invertidos en esquemas incluidos en los diez componentes de la Política de desarrollo alternativo y gobiernos locales.

El café del Huila encantó

La Nación, Neiva

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Imagen: 16 de 5308

Con un balance positivo terminó la Feria Fiestas Trinitarias de la Uva. Competidores de Japón, España, Estados Unidos, Colombia, Estados Unidos, productores e industriales del café se congregaron por cuatro días en la capital de Huila, para disfrutar de conferencias, paneles con expertos, demostraciones y oportunidades de negocios.

“Esto total, así se define esta feria. Ha puesto en el escenario, se sobrecargaron las expectativas por el apoyo de la Gobernación se hizo posible la elección de la Federación y con el Comité de Cafeteros del Huila, se puso la agenda de las actividades del departamento se abrió que era la feria de sabores Vitales 2008 celebrando durante los días de la feria.”

La feria abarcó las conferencias, hubo conferencias internacionales. Carlos Gustavo Carr, además de oportunidades de comercialización de café especiales, indicó Carlos Jairo, el Profesor Varadero, quien agregó que Neiva pudo un punto alto para la segunda feria que se realizará en Bogotá el próximo año.

“El Huila tiene una oferta de café especiales de muchos tipos, el queso y azúcar del café son compatibles con cualquier mercado. Aquí se abrió mucho la comercialización de café a través de compradores asociados con la Federación Nacional de Cafeteros, que es la que tiene estos esquemas, además de la del Japón, de España, de Francia, de Estados Unidos, más el mercado interno, me permito una semilla con unos frutos inmensos para el departamento y abrió el productor tanto.”

“Somos café especial”

Los grupos cooperativos de diversos centros del departamento invitaron sus productores y fueron apoyados por las cooperativas financiadas, en el caso del grupo Asociativo Café Andino Especial de Huila, que recibió el apoyo de USAID para limpiar y sacar su marca de café lavado molido y granulado y café pergamino seco al mercado.

Helo Francisco Rico Rincon es un líder urbano y desde hace seis años dirige el grupo asociativo.

“Desde mis primeros días de vida estoy en medio del café, mis papás fueron de los primeros cafeteros de Acevedo, nacieron el café y es el producto base de la región. Soy de Acevedo, Huila, nací en un municipio de Huila en la zona el encanto del corregimiento de Buzuelo. Salí de Acevedo por problemas de orden público, después de hacer hecho un excelente trabajo allá, me ubiqué en Friburgo desde hace 11 años. Luego Helo Francisco Rincon me invitó junto a sus 100 socios habiles un millón de kilos de café al año.”

“Me dedicé al café, soy un productor que quiero la calidad del país. Nuestro grupo asociativo tiene muchas profesiones, estamos trabajando en proyectos y capacitación para café lavado y hacer a los mercados internacionales”, indicó.

A través de la Agencia de Estados Unidos para el Desarrollo Internacional, USAID,



Grupo Asociativo Café Andino Especial de Huila, Neiva

reciben ayuda para su grupo asociativo y hoy se consolidan como promesas.

“En la zona de Huila hablan 12 variedades patrocinadas por el Planit. Luego llegó USAID a la zona a través del programa Acá/Vaca y tuviste ser beneficiario, luché mucho y no me paraban bromas hasta que llegó el día y se me dio el milagro. Fui beneficiario de la segunda fase del programa, me fue muy bien, soy para ellos un caficultor ejemplar y recibí ayudas. Ya desde hace dos meses lancé la marca, logré el registro ante Industria y Comercio, café tostado molido y granulado, café pergamino seco, es una empresa consolidada”, puntualizó Helo Francisco Rico Rincon.

Apoyo

Para USAID, la feria fue un éxito porque fue la oportunidad de mostrar a nivel regional el apoyo que se presta en cafés especiales. Los caficultores reciben ayuda de tres programas desde el año 2002: Mielas, con inversión para el desarrollo alternativo sostenible; Adam, para áreas de desarrollo municipal y Acá/Vaca, operador exituoso de café. En la implementación de las tres estrategias se invierten 30 millones de dólares.

Por su parte Samuel González, del programa Área de Desarrollo Alternativo Municipal, Adam, indicó que nueve municipios del Huila están vinculados.

“El cubrimiento lo tenemos en nueve municipios, estamos trabajando nueve proyectos de cafés especiales, además estamos trabajando tres proyectos de frutas, uno de fríjol, pibe pastora y un cubrimiento de 2.035 familias beneficiadas de nuestro programa, este es un programa integral y también fortalecemos las organizaciones”, indicó González.

“El café es mi pasión”

Blanca Bentel, es barista profesional especializada en la preparación y presentación de bebidas a base de café de alta calidad, trabaja creando nuevos y diferentes opciones basadas en el café. Desde hace cinco años trabaja en Aroma Perfecto Café en Bogotá y es una enamorada de su oficio. Deléite a los nerviosos con sus exquisitas preparaciones.

“Me metí en este mundo del café, me enamora de ver tantas cosas que se pueden realizar con este producto. Me falta mucho por aprender, estamos aprendiendo, es de todos los días, esto es mi vida, lo hago con mucha pasión”, indicó Blanca, quien participó en el IX Campeonato Nacional de Baristas.

“Me lo pase con una bebida a base de extracto de pulpa de la guanábana, con leche de coco, lo endulcé con sirope de coco y espresso, una bebida sensacional, sin duda”.

Según la experta, la mejor de un buen café es un grano recién molido y muy fresco a la hora de prepararlo.

“Le digo a los muchachos de Neiva que los invite, hay miles en las barras que están trabajando aquí, deslices que trabajen y que proueen, que hay unas disciplinas, esto es una oportunidad para la juventud, es una profesión y está cogiendo fuerza a nivel nacional”, insistió.

Blanca ha participado en los campeonatos internacionales junto a 52 países.

Antes de ser barista era ama de casa y vivía pendiente de sus tres hijos.

“Lo mejor del café es ver a toda la gente, la alegría de compartir con uno, el conocer café, física, conocer eso es lo mejor”, puntualizó Bentel.

Una de las fotos de la cobertura web actualizó