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# ADAM ANNUAL WORK PLAN - PROGRAM YEAR 2

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# ADAM ANNUAL WORK PLAN PROGRAM YEAR TWO: January – December 2007

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## *DISCLAIMER*

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# Executive Summary

On October 27, 2005, USAID awarded ARD, Inc. contract number 514-C-06-00300-00 for the implementation of the Areas for Municipal Level Alternative Development Program (*Áreas de Desarrollo Alternativo Municipal – ADAM*). ADAM is a five-year program with an estimated ceiling of \$189,998,971 that corresponds to the objectives laid out by USAID/Colombia under Strategic Objective II (SO-2) “Expanded Economic and Social Alternatives to Illicit Crop Production” and its corresponding intermediate results “Local Government and Institutions Strengthened” and “Sustainable Licit Economic Opportunities Expanded.”

The fundamental problem addressed by ADAM is that production of illicit crops is part of a vicious cycle along with insecurity and limited government presence and effectiveness. ADAM offers farmers not only alternative licit crops, but also access to an alternative licit economic, social, and political structure in their community through an integrated program of assistance that includes productive alternatives to coca and poppy, more effective local government, increased citizen participation, security, social and productive infrastructure at the community level, assistance to displaced persons, access to more and better financial services, and strengthened producer and community organizations. Success for ADAM is defined not only by individual producers who are free of illicit crops, but also clearly delimited political areas under agreements to eradicate and/or remain free of illicit crops as a condition of receiving program assistance. Compliance with the agreements is closely monitored by ADAM, the United Nations, and the Government of Colombia.

Achievement of sustainable success for ADAM requires much more than specific assistance directed at technical problems. It requires strong partnerships with national, departmental, and local governments and with commercial businesses and other assistance programs, and it involves a series of meetings, concertaciones, consultations, and assemblies to build consensus and commitment and empower local communities.

During Program Year I, ADAM formed the relationships that will be the basis for future success, and began development of integrated Municipal Initiatives in 30 municipalities. Based on these relationships and the lessons learned in 2006, ADAM will greatly accelerate activities in 2007, leading to the incorporation of a total of 69 municipalities and over 23,233 families and 43,182 hectares of licit crops.

## **Program Year One Accomplishments**

PYI was largely dedicated to: 1) creating the organizational structure necessary to get the program off the ground, 2) making the ADAM strategy operational, 3) transitioning ten productive activities to ADAM from previous USAID AD programs, and 4) designing the first 30 ADAM Municipal Initiatives, which outline future AD, LG, and IDP activities. These efforts set the stage for the implementation of activities, expenditures, and contractual results in 2007.

Significant time and energy was dedicated to putting in place the organizational structure and support systems necessary for ADAM to realize its programmatic objectives. This involved:

- Recruiting and hiring ADAM technical staff,
- Opening and staffing seven regional offices to decentralize services and lead implementation,
- Negotiating with partners and signing six umbrella Indefinite Quantity Contracts,
- Creating shared ADAM and MIDAS offices to provide critical Administrative, Financial, and Security services to both programs, and

- Setting up systematic procedures and guidelines for contracts and grants.

The program identified 100 high-priority municipalities and formulated 30 ADAM Municipal Initiatives in seven departments during the first program year. The ADAM Municipal Initiative defines ADAM's integrated approach of combining AD, LG, and social infrastructure activities over the life of the contract. During PY1, ADAM invested a great amount of time in obtaining political buy-in and building consensus at the national, departmental, municipal, and community levels. ADAM consensus building begins with Government of Colombia's *Acción Social/PCI* office at the national level, governors at the department level, mayors and council members at the municipal level, and community organizations and citizens at the local level. Following the regional roll-out of ADAM in nine departments, ADAM facilitated numerous public meetings (*mesas de concertación*) with mayors, producer associations, community organizations, and citizens to design integrated Municipal Initiatives and activities focused on the needs of the community. ADAM believes that this critical time invested will pay dividends through the life of the program.

ADAM also transitioned several productive activities from AD programs previously supported by USAID. The AD Component first completed evaluations regarding the operational, marketing, and financial potential of numerous activities and then continued support of ten productive activities. These activities include a hearts of palm project in Putumayo, which includes a marketing agreement with the Carrefour supermarket chain, and a cocoa project in Bolívar (both activities are described in greater detail in Success Stories later in the Work Plan). Implementation of several activities is underway and ADAM reported results in hectares supported, families benefited, jobs created, and sales from these projects.

Finally, ADAM's programming and monitoring and evaluation processes are operational. The Program Management Plan was approved and ADAM's progress is being tracked through ADAM's information and M&E system (SIMA), which came on-line in the second quarter. General programmatic information is available on ADAM's website at [www.adam.org.co](http://www.adam.org.co).

## Program Year Two Plan

ADAM's priority in PY2 is the implementation of AD, LG, and infrastructure activities to support the 30 approved ADAM Municipal Initiatives as well as social infrastructure activities to assist the displaced population. In PY1, ADAM made progress operationalizing the ADAM concept and formulating necessary processes and methodologies. The challenge of PY2 is to ramp-up implementation, while at the same time designing additional Municipal Initiatives and activities.

Chapter III provides schedules to formulate and implement activities by ADAM component.

In PY2, the following activities are planned:

- 177 AD productive activities will be formulated and begin implementation in 69 municipalities,
- LG strengthening activities will begin in at least 30 municipalities,
- At least 52 ADAM social and productive infrastructure activities will be implemented and completed in 30 municipalities, and
- Twenty-six social infrastructure activities supporting IDPs will be implemented and completed in 25 municipalities.

Overall, multiple ADAM activities will be underway and/or completed in 30 municipalities during PY2. ADAM also plans to formulate 39 additional Municipal Initiatives during the first half of 2007. Most importantly, ADAM anticipates a significant increase in the achievement of ADAM's indicators goals during 2007.

# ACRONYMS AND ABBREVIATIONS

Acción Social/PCI	<i>Agencia Presidencial para la Acción y la Cooperación Internacional's Programa Presidencial Contra Cultivos Ilícitos</i>
ACDI/VOCA	Agricultural Cooperative Development International and Volunteers in Overseas Cooperative Assistance
ACOPI	<i>Asociación Colombiana de Pequeñas y Medianas Empresas</i> Colombian Association of Small and Medium Enterprises
AD	Alternative Development
ADAM	Areas for Municipal-level Alternative Development <i>Áreas de Desarrollo Alternativo a Nivel Municipal</i>
AGROAMAZONÍA	<i>Agroindustrias de la Amazonía</i>
AMUNAFRO	<i>Asociación Nacional de Alcaldes con Población Afrodescendiente</i>
ANALDEX	<i>Asociación Nacional de Comercio Exterior</i> Colombian Association for International Commerce
ANDI	<i>Asociación Nacional de Industriales</i> National Association of Industrialists
APROCASUR	<i>Asociación de Productores de Cocoa del Sur de Bolívar</i>
ARD	ARD Inc.
APAC	<i>Asociación de Productores Agropecuarios del Cuembi</i>
ASOPACA	<i>Asociación de Productores Agropecuarios de Caicedo</i>
ASOPRAO	<i>Asociación de Productores Agropecuarios de Orito</i>
ASPROAGES	<i>Asociación de Productores Agropecuarios de la Esperanza</i>
AWP	Annual Work Plan
BID	<i>Banco Interamericano de Desarrollo</i> Interamerican Development Bank
BPA	<i>Buenas Prácticas Agrícolas</i> or Good Agricultural Practices
CCI	<i>Corporación Colombia Internacional</i>
CHF	Community Housing Foundation
CNP	Colombian National Police
CONPES	<i>Consejo Nacional de Política Económica y Social</i> National Council on Economic and Social Planning
COP	Chief of Party
CPGA	<i>Centros Provinciales de Gestión Agroempresarial</i> Agribusiness Management Regional Centers
CRA	<i>Comisión de Regulación de Agua Potable y Saneamiento Básico</i> Drinking Water and Basic Sanitation Regulatory Commission
CSR	Corporate Social Responsibility
CTA	<i>Comité Técnico Adjunto</i>
DANSOCIAL	<i>Departamento Administrativo de Economía Solidaria</i>
DIAN	<i>Departamento de Impuestos y Aduanas Nacionales</i>
DMS	<i>Programa Departamentos y Municipios Seguros</i>
DNP	National Planning Department or <i>Departamento Nacional de Planeación</i>
ECAS	<i>Escuelas Calificadas de Agricultura Sostenible</i> Farmer Field Schools
ECOPETROL	<i>Empresa Colombiana de Petróleos</i>
EPC	Effective Protection Coefficient
ESAP	<i>Escuela Superior de Administración Pública</i>
FASECOLDA	<i>Federación de Aseguradores Colombianos</i>
FCM	<i>Federación Colombiana de Municipios</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
GTZ	<i>Gesellschaft für Technische Zusammenarbeit</i>
ICBF	<i>Instituto Colombiano de Bienestar Familiar</i> Colombian Institute for Family Welfare
ICO	<i>Índice de Capacidad Organizacional</i> or 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	<i>Instituto Interamericano de Cooperación para la Agricultura</i>
INCODER	<i>Instituto Colombiano de Desarrollo Rural</i>
IQC	Indefinite Quantity Subcontracts
INDUPALMA	<i>Industria Agrícola de Palma S.A</i>
IR	Intermediate Result
JAA	J.E. Austin & Associates
JAC	<i>Juntas de Acción Comunal</i> or Community Action Boards
LAPOP	Latin American Public Opinion Project
LG	Local Governance
M&E	Monitoring & Evaluation
MAVDT	<i>Ministerio de Ambiente, Vivienda y Desarrollo Territorial</i> Ministry of Environment, Housing, and Territorial Development
MIDAS	<i>Más Inversión para el Desarrollo Alternativo Sostenible</i>
MERA	Monitoring, Evaluation, Reporting and Analysis
MOU	Memorandum of Understanding
NBC	Non Banking Corespondents
NDI	National Democratic Institute
NGO	Non-Governmental Organization
NPC	Nominal Protection Coefficient
OPS	Pan-American Health Organization
PADF	Pan American Development Foundation
PDPMM	<i>Programa de Desarrollo y Paz del Magdalena Medio</i> Development and Peace Program for Magdalena Medio
PPA	Public / Private Alliances
PTAR	Sewage Water Treatment Plant <i>Planta de Tratamiento de Aguas Residuales</i>
PY1, PY2	Program Year 1, Program Year 2
Q1, Q2, Q3, Q4	First Quarter, Second Quarter, Third Quarter, Fourth Quarter
RFA	Request for Application
ReSA	<i>Red de Seguridad Alimentaria</i> or Food Security Network
SIF	Social Infrastructure Fund
SIMA	<i>Sistema de Información y Monitoreo ADAM</i>
SISBEN	<i>Sistema de Identificación de Beneficiarios de Subsidios Sociales</i>
SME	Small and Medium Enterprises
SO	Strategic Objective
SPC	Strategic Planning Coordinator
SSPD	<i>Superintendencia de Servicios Públicos Domiciliarios</i> Public Services Superintendent
TSG	The Services Group
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
USG	United States Government

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# I. VISION & STRATEGY OF THE ADAM PROGRAM

## A. PROBLEM STATEMENT

The historic absence of the state presence in significant parts of Colombia, combined with poor agricultural policies and weak institutions to help farmers grow legitimate crops, has been exploited by drug networks that attract poor landholders and farm laborers into an extraordinarily powerful illicit drug sector. Illicit crop producers, facing the violence brought on by fighting for control of the drug trade and lack of licit production supports, have an underlying desire to leave drug cultivation, but are trapped in a vicious circle of poverty and intimidation without viable alternatives. Also, many municipalities are plagued by constraints related to inadequate services, security, and low levels of institutional development.

## B. STRATEGIC VISION

Within the context outlined by the Government of Colombia (GoC), and in pursuit of USAID's overall strategic objectives, ADAM's vision is:

***To establish a successful, sustainable, and participatory model for alternative development that creates economic opportunities, strengthens local governance, and promotes a culture of “zero illicit crops,” while also improving the quality of life for the marginalized populations of rural Colombia.***

## C. PROGRAM STRATEGY

USAID/Colombia's overall goal is the “sustainable reduction in the production of illicit drugs and the promotion of peace in Colombia.”

USAID/Colombia has three Strategic Objectives:

- SO #1 - Enhanced Democratic Governance,
- SO #2 - Expanded Economic and Social Alternatives to Illicit Crop Production, and
- SO #3 - Support to Internally Displaced Persons and Other Vulnerable Groups.

As USAID/Colombia's principal alternative development program, ADAM is designed to achieve SO-2's first two intermediate results and their corresponding sub-intermediate results:

Intermediate Result #1: Local Government and Institutions Strengthened

- IR #1.1 - Citizen Participation Increased
- IR #1.2 - Local Government Functions Improved
- IR #1.3 - Social Infrastructure Expanded
- IR #1.4 - Vulnerable Communities Assisted (Internally Displaced Persons, Afro-Colombians, Youth, Women, and Indigenous Populations)

Intermediate Result #2: Sustainable Licit Economic Opportunities Expanded

- IR #2.1 - Productive Infrastructure Improved
- IR #2.2 - Business Support Services Strengthened
- IR #2.3 - Natural Resource Management Enhanced

ADAM will achieve these results through coordinated interventions carried out through three components: Alternative Development (AD), Local Governance (LG), and Internally Displaced Persons (IDPs).

## D. APPROACH

ADAM is an integrated set of activities to increase economic opportunities and strengthen state presence at all levels of government. The targeted regions are typically marginal, poor municipalities with illicit crops and armed groups. Coherency and integration are necessary requirements that enable ADAM to facilitate conditions to promote sustainable development through licit crops and economic transactions and strengthen state presence in marginalized municipalities.

To ensure that ADAM's approach is linked to other GoC development programs, ADAM staff works closely with the *Agencia Presidencial para la Acción Social y la Cooperación Internacional's Programa Presidencial Contra Cultivos Ilícitos (Acción Social/PCI)* office at the national, department, and local levels to avoid program duplication and complement national activities. ADAM has identified areas of collaboration with several *Acción Social/PCI* programs, including *Proyectos Productivos* and *Programa Familias Guardabosques*. ADAM also coordinates with GoC infrastructure programs including *Obras para la Paz* and *Vías para la Paz* as well as the *Red de Seguridad Alimentaria (ReSA)*. Through the USAID-funded *Programa de Atención a Desplazados y Grupos Vulnerables (IDP2 Program)*, ADAM will complement the *Plan Nacional de Atención Integral a Población Desplazada*.

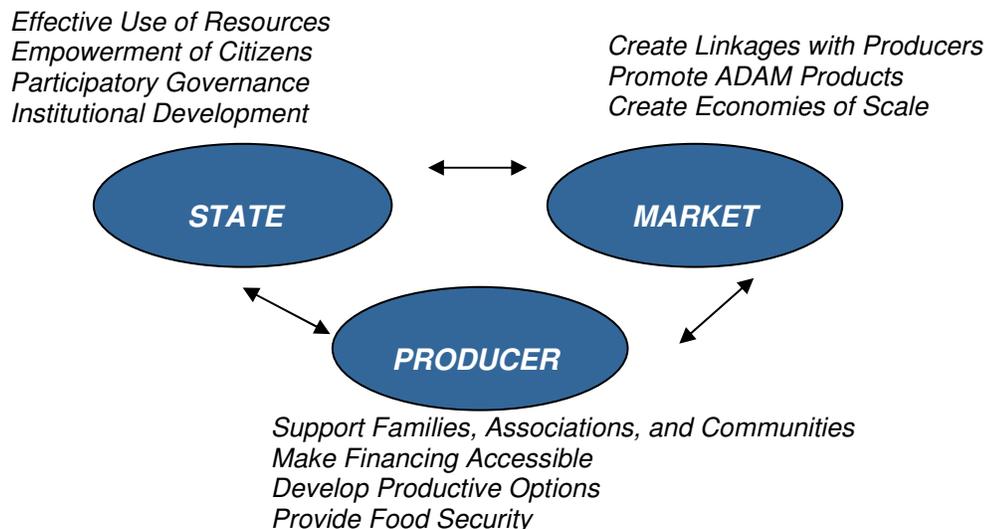
ADAM's productive activities are focused on market opportunities and competitive advantages of target municipalities. Markets and access to financing sources, along with high-level technical assistance, are based on agreements and effective incorporation of productive activities into value chains, which are a central element of the economic development strategy for the program. From an institutional point of view, ADAM activities are focused on disseminating a culture of legality (*cultura de la legalidad*) and participatory management of public resources. This is accomplished by promoting local capacities that strengthen efficiency of local governments in the use of resources and public service provision as well as promoting active citizen participation and oversight.

Above all, citizens who live within ADAM municipalities are the central focus of the economic and institutional transformation activities promoted by ADAM. Whether a producer, a local authority, a public official, or simply a community member, the citizen is the focus of the ADAM program. Local governments and citizens become the basis for ADAM's sustainability.

## E. STRATEGIC LINKAGES

The ADAM strategy is based on the premise that the key to sustainable economic development is the creation of strong, effective linkages among the governmental institutions, markets, and local producers (who, importantly, are also citizens and community leaders).

**Figure 1: Linking the State, Markets, and Producers**



In this sense, ADAM aims to promote strategic linkages between the state, markets, and producers. In terms of the market, the program not only supports the identification of specific niches, but also finalizes marketing agreements for the products promoted. ADAM promotes the active role of local governments in supporting and complementing the sustainability of the alternative development activities. The program aims to expand the presence of the state by improving public goods and services and strengthen local governance by improving transparency and citizen participation. The program provides technical assistance and training to facilitate the co-financing of projects to more effectively involve local governments in alternate development activities.

In many ADAM target areas, groups of marginalized populations, including IDPs, Afro-Colombians, and indigenous populations need special assistance to benefit from economic and social opportunities. Therefore, ADAM makes special efforts to increase citizen participation among vulnerable groups by involving them in technical assistance activities, infrastructure projects, and capacity-building grants.

## **F. FUNDAMENTALS**

The ADAM program is based on activities at the community level. In each targeted municipal area for alternative development activities, a comprehensive Municipal Initiative will incorporate strategic development expectations of the government, the producers, and the local and regional communities. The ADAM program contributes technical assistance/training over the life of the activities and co-financing for a maximum of five years, but aims for autonomous management as quickly as possible. As ADAM assistance is limited to the life of the contract, an effective exit strategy from each targeted municipality is critical to ensure continued impact and sustainability.

### ***i. What is an ADAM Municipal Initiative?***

ADAM is a coordinated set of activities and investments to create sustainable alternative development opportunities, improve local governance, and help reestablish the presence of the State in rural areas threatened by violence and internal conflict related to the cultivation and processing of illicit crops.

An ADAM Municipal Initiative<sup>1</sup>, is composed of productive and local governance strengthening activities, and, where appropriate, projects targeting the displaced population. The foundation of an ADAM Municipal Initiative is the productive activity that provides competitive economic alternatives (both on-farm and off-farm activities) to illicit crops. Actions to strengthen local government, such as social infrastructure activities, will aim to promote and create a favorable institutional environment that will contribute to the sustainability and replication of licit initiatives. A Municipal Initiative will leverage resources and technical capabilities of private and public institutions, production chains, communities, and citizens around the productive activities' objectives and goals. Section III.B provides further information on the importance of Municipal Initiatives and how they integrate the program's three technical components.

### ***ii. How is an ADAM Municipal Initiative Created?***

The structuring of an ADAM Municipal Initiative first takes into consideration the existing Colombian institutional framework at the national, regional, local, and *vereda* levels. The process begins with the exchange of information about the program and necessary work agreements with the GoC through *Acción Social/PCI*. ADAM, in coordination with USAID and *Acción Social/PCI*, establishes contacts with Departmental Governors, Mayors, Agricultural Secretaries, local agricultural organizations, municipal associations, production chains, private sector producer organizations, and local communities, to exchange ideas, understand needs, and develop projects.

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<sup>1</sup> An ADAM Municipal Initiative was formerly know as an ADAM Project.

*Concertaciones* or community-level round tables are the key events to formulate the Municipal Initiative and identify specific activities to benefit the community. The ADAM program identifies and evaluates economic opportunities that exist locally and have regional, national, or international markets. The ADAM staff and local actors (mayors, council members, relevant technical institutions, producers groups, and communities) meet to discuss, prioritize, and select options that are most viable economically and appropriate socially and environmentally. In coordination with *Acción Social/PCI*, local agreements with beneficiary communities are then signed that detail the obligations and duties for ADAM and the municipality, including zero illicit crop agreements.

Assessments are then conducted to determine the level of technical assistance and training necessary for local government and institutions to support the productive activities. As the assessment identifies the strengths and weaknesses of the local government and institutions, a capacity-building plan is developed to promote citizen participation and the involvement marginalized groups. If a municipality has a displaced population, social infrastructure activities are considered to specifically target IDPs. Alternative development, local governance, and where appropriate, IDP activities comprise an integrated, ADAM Municipal Initiative.

The *concertacion* process is essential to the formulation of an ADAM Municipal Initiative and takes an average of three months to be carried out to ensure municipal and community buy in. Once an ADAM Municipal Initiative is underway, success and sustainability depend on the leadership provided by the mayor at the municipal level and by producer groups and *Juntas de Acción Comunes* (JACs) at the *vereda* or community level.

### **iii. What are ADAM Activities?**

Within the framework of an ADAM Municipal Initiative, the technical staff formulates and implements activities in AD, LG, and, where appropriate, IDPs. For example, the ADAM Municipal Initiative in Totoró (Cauca) includes the productive activity of strengthening the operations of Forestal Cauca S.A. This productive activity supports 1,200 hectares of commercial forests/timber and will benefit 500 families. LG activities in Totoró include strengthening local indigenous institutions and improving public services and finance. Finally, ADAM will oversee the construction of four classrooms and one sanitation unit in *Institución Educativa Granja Escuela Amalaka* to assist the displaced population. It is possible that ADAM staff will formulate and oversee more than a dozen activities in one municipality.

### **iv. Who are the Beneficiaries of ADAM Activities?**

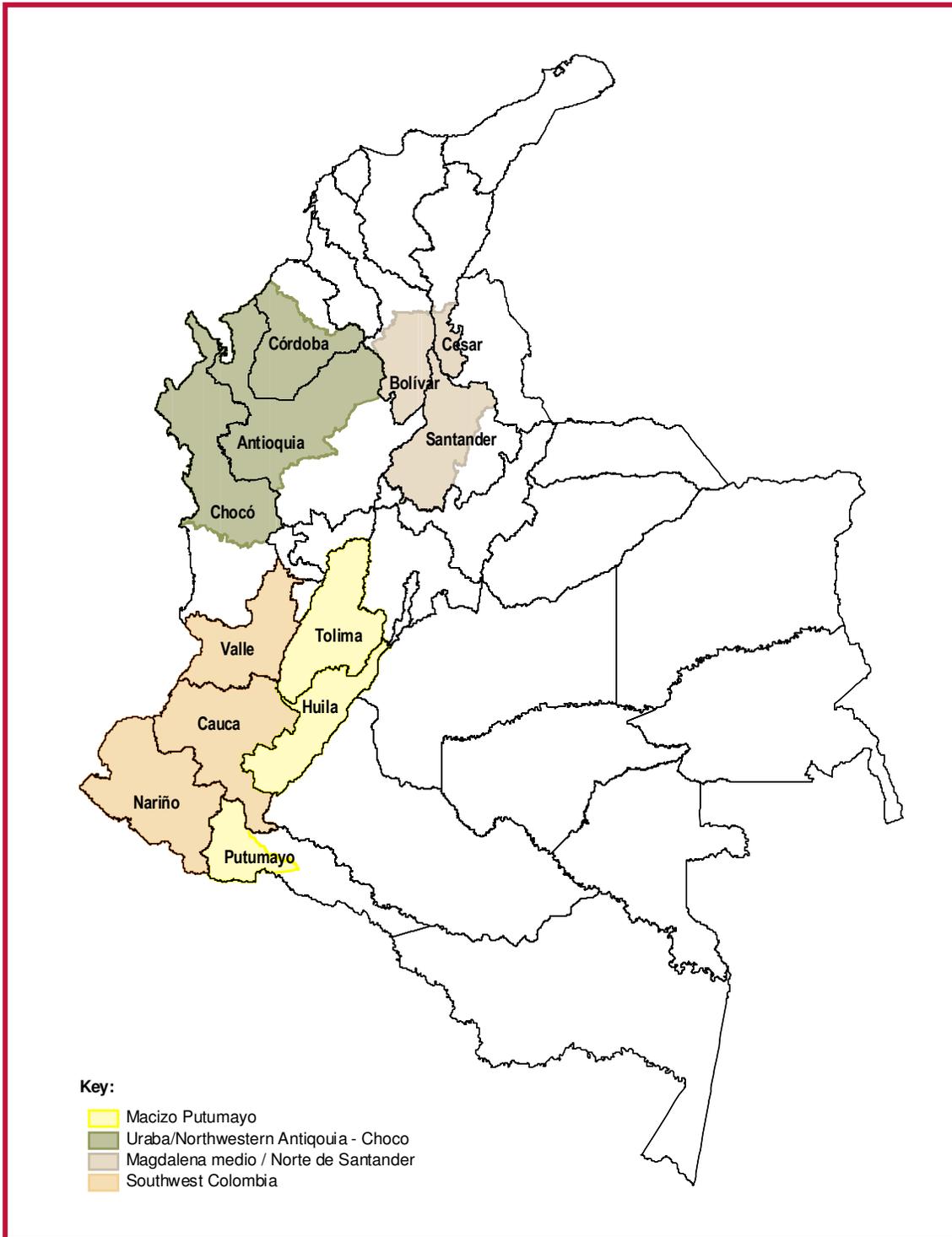
The direct beneficiaries of ADAM activities are rural producers groups, their families, and the communities as a whole. However, the benefits of ADAM activities extend to all the citizens of targeted municipality as local government and institutions become more efficient and effective in meeting the needs of the citizens. Benefits are further increased as individuals and public and private organizations at the local and regional levels strengthen their capacities through participation in the program. Additionally, ADAM is mandated to provide specific assistance to IDPs and marginalized groups through their involvement in social infrastructure activities, and where possible, in productive infrastructure and capacity-building activities.

## **G. GEOGRAPHIC FOCUS**

Based on an agreement between USAID and *Acción Social/PCI*, ADAM will focus its activities in 100 high-priority municipalities in four strategic regions of Colombia. (see Map 1 on page 5)

During the second program year, ADAM will concentrate on 69 of these high-priority municipalities in the departments of Antioquia, Bolívar, Cauca, Cesar, Córdoba, Huila, Nariño, Putumayo, Santander, and Tolima. Additional municipalities with large IDP populations will benefit from Social Infrastructure Fund (SIF) activities in the second program year.

**Map 1: ADAM's Four Strategic Regions**



# II. YEAR ONE ACCOMPLISHMENTS

## A. PROGRAM START-UP

A large percentage of ADAM’s work during the first year was focused on pre-operational or “start-up” activities. The initial challenge of designing a comprehensive strategy for the ADAM program was coupled with organizing the ADAM team, both administratively and technically.

Priorities in the first quarter included planning and developing the initial ADAM work plan, hiring staff, establishing offices in Bogotá and key departments, and identifying ADAM’s high-priority municipalities. In the second quarter, ADAM staff introduced the program and established linkages with Colombian officials at the national, departmental, and municipal-levels. In the third quarter, indefinite quantity sub-contracts were completed with each of the six ADAM partners and the first ADAM Municipal Initiatives were approved. Key activities in the fourth quarter included the formulation of additional ADAM Municipal Initiatives and activities in each of the three components and the implementation of productive and social infrastructure activities assisting IDPs.

Highlights of key programmatic activities during the first year are detailed as follows.

- **100 High-Priority Municipalities Identified:** In coordination with USAID and *Acción Social/PCI*, ADAM staff identified 100 high-priority municipalities to focus ADAM activities through the life of the five-year contract. ADAM staff and USAID have revised the list of municipalities based on changing needs and priorities. The current list of 100 ADAM municipalities, approved by USAID in Q4, is provided in Annex H.
- **ADAM Organization Approved:** The ADAM organizational structure was developed to reflect the objectives and initial priorities of the program. Total staff equals 202 in Bogotá, the seven regional offices, and the shared offices with MIDAS. The following table summarizes ADAM staffing through the first program year.

**Table I: ADAM Staffing**

ADAM STAFFING	Positions Filled
Chief of Party Office	4
Alternative Development Division	25
Local Governance and IDP Division	19
Program, Budget, Information, and M&E Office	12
Contracts and Grants Office	6
Regional Supervisors Office	4
<b>SUB-TOTAL: Bogotá Office</b>	<b>70</b>
Nariño	12
Cauca	11
Huila	12
Magdalena Medio	14
Norte de Antioquia	15
Putumayo	6
Tolima	5
<b>SUB-TOTAL: Regional Offices</b>	<b>75</b>
Administrative Office	40
Controllers Office	17
<b>SUB-TOTAL: Shared Staff with MIDAS</b>	<b>57</b>
<b>TOTAL STAFFING</b>	<b>202</b>

- **Seven Regional Offices Opened:** ADAM opened regional offices in Cauca, Huila, Magdalena Medio, Nariño, Norte de Antioquia, and Putumayo planned for the first program year as well as a regional offices in Tolima planned for the second year. Each of the regional offices will have ADAM and MIDAS capabilities and the two programs are co-located in Neiva, Huila and Bucaramanga, Santander. Each regional office consists of 12-15 people. Hiring was completed in Cauca, Huila, Magdalena Medio, Nariño, and Norte de Antioquia. The remaining positions in Tolima and Putumayo will be completed in the second year based on the ADAM regional office needs.
- **Three Shared ADAM & MIDAS Offices Established:** To reduce costs and avoid duplication between the two programs, ADAM and MIDAS established shared offices in administration, controller, and security during the first year. The Administration Office is responsible for information systems, inventory, procurement, human resources, events and logistics, and general services. The Controllers Office establishes procedures and processes in accounting, finance, and auditing. Finally in the security area, ADAM established a contract with the security firm Honor & Laurel to assist both programs.
- **Regional Roll-Out Presentations Completed in Nine Primary Departments:** ADAM staff completed regional roll-out presentations in the nine primary departments targeted for the first program year, including Antioquia, Bolívar, Cauca, Cesar, Huila, Nariño, Putumayo, Santander, and Tolima. The ADAM team and *Acción Social/PCI* introduced the program to the governor of each department, mayors from targeted municipalities, and local organizations. These presentations allowed ADAM to better understand the interest and the degree of commitment of government entities, social organizations, and producer associations in the field.
- **Six ADAM Partners Contracted:** Umbrella indefinite quantity subcontracts (IQCs) were completed and executed with each of ADAM's six partners, including the Pan-American Development Foundation (PADF), Georgetown University, J.E. Austin and Associates (JAA), The Services Group (TSG), *Instituto Interamericano de Cooperación para la Agricultura* (IICA), and *Corporación Colombia Internacional* (CCI). The IQCs allow for the awarding of specific task orders to contract personnel and formulate and implement Municipal Initiatives and activities, as needed.
- **Completed Initial National Presentations and Established Seven Committees:** ADAM held numerous meetings with national, public and private institutions to present the ADAM program, coordinate actions to ensure greater impact in targeted municipalities, and advance the ultimate goal of *Colombianization*, or sustaining program activities after the end of the contract. ADAM established the following eight committees involving GoC institutions to coordinate actions and develop common work agendas: 1) Citizen Security, Culture, and *Convivencia*<sup>2</sup> Committee, 2) Municipal Council Members Committee, 3) National Community Radios Program Phase II Committee, 4) Public Services Committee, 5) National Committee for IDPs, 6) Afro-Colombian Committee, and the 7) Women Participation Campaign Committee.
- **ADAM Concept Operationalized:** ADAM staff developed various procedures and guidelines to operationalize the ADAM Municipal Initiative and integrate activities of the three components: alternative development, local governance, and internally displaced persons. An initiative instruction guide (*instructivo*) and a twelve-step framework (*ruta critica*) guide staff through the necessary steps to develop an ADAM Municipal Initiative. A planning matrix or *matriz de planificación* presents all program actions through the life of the ADAM Municipal Initiative or activity. Finally, the Performance Monitoring Plan (PMP)

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<sup>2</sup> ADAM defines *convivencia* as the capacity to live in a community and agree to abide by the law. *Convivencia* implies a way of life, lined by respect, consensus, participation, cooperation, communication, self-control, and self-regulation.

provides guidance on how the decentralized ADAM structure, through the SIMA M&E system, will track key indicators and evaluate the on-going performance of the program.

## B. PROGRESS TOWARD INDICATOR GOALS

The following table includes the status of ADAM's contractual indicator goals through the end of the first program year.

**Table 2: Progress toward Indicator Goals**

Indicator	Q2	Q3	Q4	Cumulative Total	Goal for 2006	% Attained
Number of families benefiting from AD activities	262	130	1,495	1,887	5,433	34.7%
Hectares of licit crops supported	0	104.4	103.1	207.5	7,486	2.7%
Number of full time equivalent jobs created	0	20.53	45.06	65.59	3,000	2.2%
Sales or GMV of licit production through AD	US\$ 49,989	US\$ 55,523	0	US\$ 105,512	US\$ 656,000	16%
Private sector funds leveraged	0	US\$ 196,060	0	US\$ 196,060	0	> 100%
Number of families under illicit crop free agreements	0	174	478	652	5,208	12.5%
Number of Hectares free of illicit crops	0	3,752	1,915	5,667	27,165	20.8%
Number of Communities and Producer Associations signing illicit-free agreements	0	0	35	35	36	97%

As described above, program start-up activities were significant during the first program year. Logistical challenges included bringing six partners together under one ADAM structure, opening the Bogotá and regional offices, hiring staff, and establishing shared offices with MIDAS. Technical challenges included introducing the ADAM program at the national, regional, and local levels, establishing relationships with GoC institutions, and operationalizing the ADAM concept into tangible processes, procedures, and activities. While not reflected in the program goals of Table 2, ADAM's start-up and advancements in obtaining political buy-in with national, regional, municipal, and community officials was critical to develop effective and sustainable activities.

Furthermore, ADAM staff spent a considerable amount of time formulating integrated, ADAM Municipal Initiatives and sustainable activities and overseeing the *concertación* processes with mayors, producer associations, community organizations, and citizens to understand the needs of ADAM's targeted municipalities and communities. Again, this critical time invested is not reflected in the table above, but will pay dividends through the life of the program. With the formulation of dozens of Municipal Initiatives and activities, ADAM anticipates a significant increase in the achievement of program goals in 2007, as will be discussed later in this chapter and Chapter III.

## C. ADAM MUNICIPAL INITIATIVES

The ADAM program formulated 30 Municipal Initiatives during the first program year in seven different departments within the four USAID strategic regions.

**Table 3: ADAM Municipal Initiatives Formulated in PY1**

USAID Strategic Region	Department	Municipality
Southwest Colombia Region	Nariño	Cuaspud
		Potosí
		Illes
		Tumaco
	Cauca	Patía
		Almaguer *
		Cajibío *
		El Tambo *
		La Sierra *
		La Vega *
		Morales *
		Piendamó *
		Popayán *
		Rosas *
		Timbío *
		Silvia
		Totoró
		Caldono
Macizo/Putumayo Region	Huila	Isnos
		Pitalito
		La Plata
Magdalena Medio/Norte de Santander Region	Santander	El Carmen
		Landázuri
		San Vicente de Chucurí
	Bolívar	San Pablo
		Simití
Urabá/Northwestern Antioquia/Chocó Region	Antioquia	Arboletes
		San Juan de Urabá
		Nechí
	Cordoba	Montelíbano

\* These ten Municipal Initiatives in Cauca were technically accepted by USAID in PY1, but pending technical approval upon the submission of activity documents

Formulating Municipal Initiatives was a priority for ADAM staff during the first program year. The AD, LG, and IDP Components in Bogotá, the ADAM regional office staff, and ADAM partners worked together to formulate the strategies. The *instructivo* guided various teams to formulate integrated and comprehensive initiatives in a consistent format.

While formulating Municipal Initiatives, ADAM staff assisted *Acción Social/PCI* in obtaining zero illicit crop agreements with eight of the nine governors and 52 of the 62 mayors representing the priority departments and municipalities in ADAM's first program year. The outstanding zero illicit crop agreements with the governor of Santander and mayors in Santander and Huila will be finalized in the first quarter of 2007. In addition, ADAM staff worked closely with *Acción Social/PCI* to establish a process to ensure that areas with the productive nucleus of every ADAM activity are free of illicit crops.

## D. ALTERNATIVE DEVELOPMENT ACTIVITIES

During the first year, ADAM staff organized the Alternative Development (AD) Component into three technical departments, designed tools to formulate and implement productive activities, and

assisted in formulating the first ADAM Municipal Initiatives and implementing the ten quick-start projects from previous USAID-funded programs. Finally, the AD Component drafted terms of reference for several partners to support ADAM staff in productive and cross-cutting activities.

The AD component includes three technical departments. The Marketing, Finance and Producer Groups Department is responsible for identifying profitable productive opportunities and marketing agreements for each project, obtaining financial resources to complement those provided by USAID, and developing plans to strengthen producer associations to ensure that activities promoted by ADAM are sustainable. The Production Department identifies, structures, and coordinates the implementation of agribusiness projects that are profitable, sustainable, environmentally friendly, and operated by producer associations capable of managing technical operations. The Production Department promotes the establishment of local and institutional arrangements within the framework of public policies for agricultural technical assistance, for example supporting CPGAs. Finally, the Agribusiness and Production Chains Department is responsible for proposing mechanisms to increase the value and competitiveness of productive projects at the regional level by strengthening and improving efficiencies throughout the productive chain.

Another priority of the ADAM team during the first year was to develop tools and instruments to help expedite and unify methodologies for structuring Municipal Initiatives and activities. Several tools were developed including:

- **Organizational Capacity Index Tool (ICO)** to evaluate the organizational capacity of producer associations. The ICO tool provides the baseline for ADAM to provide technical assistance to producer associations implementing ADAM activities. ADAM staff will regularly use the ICO tool to evaluate association's improvement over the course of the program.
- **Financial Model Framework** to determine the feasibility of potential productive activities.
- **Planning Matrix** to detail all actions, including timeframes, for a given productive activity. Beginning with the first visits that the personnel make to the municipality until the delivery of results to the community, the matrix establishes the responsible parties in ADAM, including partners, as well as timetables to complete each action. Examples of the productive activity planning matrix are provided later in the work plan.

## **i. Productive Activities**

The priority of the AD Component during year one was the design and implementation of productive activities. AD completed an evaluation and *concertación* process of productive activities previously funded by USAID programs. This evaluation and *concertación* process enabled ADAM to develop a strategy to continue USAID's support of interventions and ensure that the activities are sustainable and profitable. In all, ADAM provided support and continues implementation of ten productive projects previously supported by USAID-funded alternative development programs.

AD also formulated new productive activities to support the ADAM Municipal Initiatives developed in 30 municipalities. The AD teams in Bogotá and the regional offices formulated productive activities to develop sustainable financial, marketable, and environmentally friendly activities tied to the productive chains of the region. At the end of the first year, the AD Component formulated 13 new productive activities.

The tables below summarize ADAM productive activities through the first year. Table 4 provides the status of the ten productive activities transitioned to ADAM from previous USAID-funded alternative development programs and Table 5 summarizes the new productive activities.

**Table 4: Status of Ten Quick-Start Activities**

Department	Municipality	Productive Activity (Targets)	Status
Antioquia	Nechí	Rubber (200 hectares, 50 families)	<ul style="list-style-type: none"> <li>In Implementation. Planting material ready and verification of illicit crops is underway.</li> </ul>
	San Juan de Urabá and Arboletes	Rubber and Cocoa (308 hectares, 88 families)	<ul style="list-style-type: none"> <li>Grant instrument and activity technically approved. Activity in contracting stage pending the signature of the grant between PADF and the implementer. Planting material ready and verification of illicit crops is underway. Results reported through PY1: 2 community/producer associations that signed illicit-free agreements.</li> </ul>
		Cocoa (450 hectares, 150 families)	<ul style="list-style-type: none"> <li>Grant instrument and activity technically approved. Activity in contracting stage pending the signature of the grant between PADF and the implementer. Planting material ready and verification of illicit crops is underway.</li> </ul>
Bolívar	Simití and San Pablo	Cocoa (375 hectares, 250 families)	<ul style="list-style-type: none"> <li>In Implementation. Results reported through PY1: 224 families, 207.5 hectares, 57 jobs created, \$196,060 private sector funds leveraged, 224 families signed illicit crop free agreements, 4,558.5 hectares free of illicit crops.</li> </ul>
Cauca	Patía	Fruits (240 hectares, 270 families)	<ul style="list-style-type: none"> <li>In Implementation. First disbursement and <i>comité operativo</i> scheduled for Q1 of PY2.</li> </ul>
	Totoró	Forestry (1,200 hectares, 500 families)	<ul style="list-style-type: none"> <li>Activity technically approved and grant instrument approved. Activity in contracting stage pending the signature of the grant between ARD and the implementer. Results reported through PY1: 14 community/producer associations that signed illicit-free agreements.</li> </ul>
Nariño	Cuaspud, Iles, and Potosí	Milk (428 families, 279 hectares)	<ul style="list-style-type: none"> <li>In Implementation. Results reported through PY1: 428 families, 0.41 jobs created, 1,109.2 hectares free of illicit crops, 19 community/producer associations that signed illicit-free agreements.</li> </ul>
Putumayo	Orito, Puerto Asis, San Miguel, Puerto Caicedo, Valle del Guamez, Villagarzon, and Mocoa	Hearts of Palm (265 families, 220 hectares)	<ul style="list-style-type: none"> <li>Approved by USAID, grant signed with implementer, and activity underway. Results reported through PY1: 262 families, \$105,512 in sales</li> <li>Technical assistance underway: assisted in contracting the technical team and hiring the <i>Agroamazonía</i> General Manager.</li> <li>Coordinated with producer organizations to establish 200 new hectares of hearts of palm.</li> <li>Agreements established with Carrefour; <i>Agroamazonía</i> named for the most innovative product by Carrefour.</li> <li>Verification process, in coordination with <i>Acción Social/PCI</i>, underway</li> </ul>
		Vanilla (162.8 hectares, 1,135 families)	<ul style="list-style-type: none"> <li>Grant instrument and activity technically approved. Activity in contracting stage pending the signature of the grant between PADF and the implementer. Base line information collected, evaluations completed of producer organizations.</li> </ul>
		Pepper (100 hectares, 100 families)	<ul style="list-style-type: none"> <li>Grant instrument and project technically approved. Project in contracting stage pending the signature of the grant between PADF and the implementer.</li> </ul>

**Table 5: New Productive Activities Formulated in PYI**

Department	Municipality	Productive Activity
Nariño	Tumaco	Maintained 750 hectares of coconut for 250 families.
		New and maintained 1,200 hectares of cocoa and provide food security for 400 families.
Cauca	Silvia	New 400 hectares for a cattle project to support 200 families.
Huila	Isnos	New 100 hectares of blackberry to support 100 families.
	Pitalito	New 80 hectares of blackberry and 70 hectares of <i>granadilla</i> to benefit 150 families.
	La Plata	New 200 hectares of <i>frijol voluble</i> to benefit 200 families.
		New 100 hectares of blackberry and 50 hectares of <i>maracuyá</i> to benefit 130 small producer families.
Santander	El Carmen	Maintained 300 hectares of cocoa for 100 families.
		New 300 hectares of cocoa for 100 families.
		New 375 hectares of rubber for 125 families.
		New 150 hectares of cocoa for 50 families
Córdoba	Montelibano	New 225 hectares, cattle project for 75 families.
		New 939 hectares of rubber for 313 families.

## ii. Marketing

A key priority of the ADAM program is to link producers to buyers and seek the most profitable markets. The ADAM program carried out and reviewed market research studies of each strategic region and built relationships with wholesalers, national and regional agribusinesses, international traders, and large retailers.

To understand and identify local, regional, and international demand for products, ADAM staff reviewed market studies by GoC Ministry of Agriculture; GoC National Planning Department (DNP); the National Council on Economic and Social Planning (CONPES); Proexport; the Colombian Association for International Commerce (*Analdex*); the National Association of Industrialists (ANDI); the *Corporación Colombia Internacional (CCI)*; the National Administrative Department for Statistics (DANE); the Colombian Association of Small and Medium Enterprises (ACOPI); and Presidency documents on the Free Trade Agreement between the USG and GOC. USAID-funded, market research completed by J.E. Austin & Associates (JAA) was also taken into consideration.<sup>3</sup>

In addition, ADAM contacted commercial allies to rollout the program, reach basic agreements, and communicate with potential buyers and better understand demand. The following table summarizes potential customers for the productive activities identified or currently under implementation.

**Table 6: Potential Customers of ADAM Products**

Product	Buyers / Exporters	ADAM Region or Departments
Cocoa	<i>Nacional de Chocolates</i>	Urabá & Bajo Cauca Antioqueño
	Casa Lúker	Magdalena Medio (southern Bolívar, Santander)
	COOPECAFENOR	southern Bolívar
	Chocoexport	Magdalena Medio (southern Bolívar)
	Racafé & ECOCA CAO	Magdalena Medio (Santander)
Rubber	PROCAUCHO	Magdalena Medio (Santander)
	PROANTEX & REMOTO	Urabá Bajo Cauca Antioqueño
Milk	COLACTEOS	Nariño

<sup>3</sup> More detailed information on CCI and JAA, ADAM partners, can be found in later sections of the work plan.

Product	Buyers / Exporters	ADAM Region or Departments
	Freskaleche	Magdalena Medio (Santander)
Vegetables	San Pedro	Short-cycle crops for various ADAM productive activities
Fruits	Carrefour, La 14, Postobón, Passicol, Casa Lúker, OCATI	Huila & Cauca
Palm	Palmas Monterrey, Bucarelia, Brisas, Palmas de Puerto Wilches, Palmas del Cesar, INDUPALMA	Magdalena Medio (Santander)
Hearts of Palm	Carrefour, Exito, Carulla	Putumayo
Black Pepper	Carrefour, Condimentos El Rey, Condimentos Técnicos, COMEXA	Putumayo
Coconut	COOAGROPACIFICO	Pacific Coast (Nariño)
Panela	ASOPANELA	Cauca

Preliminary agreements have been completed with some of the companies listed in Table 6. With many potential buyers, terms of the agreements are being finalized such as quantity, quality (regarding quality ranges, penalties, and bonuses), price, payment form, time frame, logistic and commercial costs, and delivery dates and locations. In terms of price, ADAM and potential buyers are considering different options, such as fixed prices, minimum and maximum prices, prices set by a third party, and prices based on internal/external market ranges.

Considering the differences in potential buyers (agro-industry, supermarkets, community enterprises, international chains, etc.), there are several ways in which ADAM will reach agreements. Whenever possible, ADAM will push for long-term commercial contracts and formal commercial commitments. While commercial agreements can guarantee a stable income for producers, high-income levels or significant improvement in standard of living are not guaranteed. To achieve these goals, ADAM is working with producer associations to develop processes that will differentiate products, such as supporting certificates of origin, promoting socio-environmental characteristics, and supporting organic production or high-quality standards.

### iii. Financial Services

The ADAM program conducted an assessment of financial institutions and financial services available in 57 ADAM municipalities. ADAM interviewed financial institutions' representatives in each municipality to better understand the financial services available to small producer associations, rural micro-enterprises, Afro-Colombians, indigenous peoples, and NGOs. Based on the assessment, ADAM will select regulated/non-regulated, formal/informal financial institutions able and willing to render services in beneficiary municipalities. The financial institutions will be evaluated and pre-agreements will be negotiated with those institutions interested in participating in program activities.

The following specific accomplishments were made during the first program year:

- An institutional map identifying financial services currently available in each municipality, including: location, financial products available, terms and conditions for each product, required documents to access financial products, size of product request, sectors eligible for funding, time frame to disburse credits, quality of the service, and institutional image;
- Summary cards of financial institutions and services for each municipality;
- A list of financial institutions, prioritized by each entity's potential for expansion to ADAM municipalities;

- A list of financial institutions in neighboring municipalities, prioritized by each entity's potential for expansion to ADAM municipalities;
- An assessment of current financial services available in each municipality; and
- A list of the financial service needs in 57 municipalities.

ADAM is also creating strategic alliances with governmental and non-governmental organizations like *Acción Social*, Corporate Housing Foundation, Opportunity International, and World Vision to expand and carry out credit programs in the ADAM municipalities. In addition, ADAM is forming alliances with business associations, like the *Federación de Aseguradores Colombianos (FASECOLDA)*, to develop micro-insurances for small producers.

ADAM is taking advantage of financial institutions' program implemented under the MIDAS program. The goal is to incorporate ADAM municipalities in micro-credit initiatives available in *Bancolombia* and *Banco Agrario* by expanding bank coverage. The program is developing guidelines and work plans with ten institutions that provide financial services to cooperatives, NGOs, and producer associations.

Additionally, ADAM management has presented the program to *Bancolombia* and negotiations are under way. ADAM has also met with BBVA and *Bancafé* to also explore possible involvement in financing productive initiatives. ADAM has contacted two cooperatives interested in funding short and medium term productive activities: COOPERTRABAN in Urabá and COOMULTRASAN in Magdalena Medio. Specific agreements with *Banco Agrario* are being pursued given its experience in Magdalena Medio with PADF and the *Programa de Desarrollo y Paz del Magdalena Medio (PDPMM)*. ADAM staff is aware of the bank's concerns and interests, as well as banking operations and procedures with regard to funding long-term productive projects. To date, FINAGRO has been instrumental in structuring financial agreements for ADAM's long-term productive activities with small producers.

#### iv. Competitiveness

ADAM's work in the first program year focused on adjusting, validating, and disseminating a methodology to evaluate existing production chains in ADAM regions. The methodology was applied in two pilot exercises: cocoa in San Vicente de Chucurí (Santander) and blackberry in La Plata (Huila). The expected end-result is that ADAM productive projects will be able to incorporate specific managerial strategies to improve competitiveness, create greater benefits at a regional level, and evaluate complementary processes to add value to products.

ADAM also finalized a study that presents ways to create multiple sources of income in ADAM municipalities as a method to prevent the cultivation and expansion of illicit crops. The study emphasizes that multiple sources of income create multiple value chains, thereby consolidating local economic and legal structures. Multiple value chains and income sources are more sustainable in the long-term.

Additional accomplishments to improve the competitiveness of ADAM products include:

- A methodology to identify and evaluate opportunities to add value to products and develop *agropecuarias* production chains.
- A list of options and instruments to add value to products.
- The application of the methodology to ADAM production chains.
- Training programs to ADAM regional staff and partners in the competitiveness methodology and application.

ADAM also designed an integrated strategy to strengthen producer associations. The strategy includes participation, general management, technical services available to members, financial and asset strengthening, and personal development.

In addition, ADAM staff designed the Organizational Capacity Index (ICO) tool to assess producer associations. During the first program year, ADAM staff evaluated 80 potential producer associations in 17 ADAM municipalities, as implementers and beneficiaries. The tool includes a basic questionnaire, scoring system, and instructions. ADAM completed a participatory assessment exercise with the ICO tool that resulted in a baseline score for the producers association. With the baseline information, a validation session, and input from producer groups' members and leaders, the ADAM staff developed organizational strengthening plans unique for each producers association. The baseline score also served as a tool to determine which producer group was the most qualified to implement productive projects in a region. ADAM staff also designed other methodological tools and educational material to train producer groups in different strategy aspects.

## **ADAM SUCCESS STORY:**

### **Political Buy-In Obtained & Colombianization Efforts Underway**

During 2006, ADAM reached political consensus with 30 municipalities to develop joint Municipal Initiatives through which ADAM can begin activities targeting these municipalities. Prior to starting assistance or providing support, ADAM made important advancements in obtaining political buy-in with national, regional, local officials.

The ADAM program is a cooperation effort between the American people and the Colombian State to generate economic opportunities and enhance the State's presence in areas that have been affected or threatened by illicit crops. One of ADAM's central strategies is the "colombianization" or sustainability of the program to link Colombian institutions and organizations to the design, implementation, co-financing, and monitoring of ADAM activities.

In pursuit of the *colombianization* goal, the ADAM program coordinated the start-up of eight committees to coordinate actions and develop common work agendas in different areas. These committees facilitate cooperation between various GoC agencies, allow the collaboration of financial and technical efforts, and most importantly, promote coordination in targeted municipalities.

The Citizen Security, Culture, and *Convivencia* Committee, the Municipal Council Members Committee, the Public Services Committee, the National Community Radios Program Committee, the National Committee for IDPs, the Afro-Colombian Committee, the Women Participation Campaign Committee, and the Youth Committee have all been established to coordinate common goals. Representatives from the Presidency of the Colombia, various Ministries, and diverse entities comprise the committees to address policies and programs of interest to the municipalities and communities assisted by ADAM. Please see Annex B for more information on the committees, including participating entities and achievements to date.

## **v. Production Management**

The ADAM staff made progress in identifying and coordinating different technological packages and extension services for ADAM productive activities. ADAM's goal is to utilize these options when developing technical services for productive activities. The following table delineates some of the technological packages identified:

**Table 7: Potential Technology Packages for ADAM Activities**

Organization	Technological Package or Extension Service
FEDECACAO	<ul style="list-style-type: none"> <li>• Unite efforts with regards to technology transfer and technical assistance for ADAM cocoa sub-projects</li> </ul>
CORPOICA	<ul style="list-style-type: none"> <li>• Supply technological packages for fruits in cold and warm climates</li> <li>• Evaluate and record the implementation of the Farmer Field School<sup>4</sup> (ECAS) methodology in ADAM productive projects</li> <li>• Validate methods to produce vegetal material and provide it for fruits in Tolima and Huila.</li> </ul>
CCI	<ul style="list-style-type: none"> <li>• Technological packages for promising crops (<i>uchuva, granadilla</i>)</li> <li>• Identify BPA and traceability included in technical packages for promising crops (vegetable and fruit chains)</li> </ul>
ACDI/VOCA	<ul style="list-style-type: none"> <li>• Technical and management guidelines to implement specialty coffee projects, based on their USAID experiences</li> </ul>
RACAFE Coffee Company Ltda. (Distributors)	<ul style="list-style-type: none"> <li>• Market experience in specialty coffees</li> <li>• Market possibilities for specialty cocoa</li> <li>• Experience with certificates of origin, socio-environmental practices, and quality standards (Rainforest, FLO, etc.)</li> </ul>

## E. LOCAL GOVERNANCE ACTIVITIES

During the first program year, the LG Component carried out various activities to support the start-up of the ADAM program. Following the guidance from the ADAM contract, LG organized itself into three Technical Departments to formulate ADAM Municipal Initiatives, coordinate with the AD Component and the regional offices, and worked with ADAM partners, such as the University of Georgetown, IICA, and CCI. Additionally, LG coordinates with the IDP program to oversee the formulation and implementation of productive and social infrastructure projects.

While the AD Component was focused on assessing productive projects of previously funded USAID programs and converting them to ADAM projects, LG began working with different local, regional, and national institutions to begin coordination activities with the GoC. A priority of the ADAM program is to sustain program activities after the ADAM contract expires. As a result, ADAM has led a process to organize several committees with GoC institutions to coordinate efforts and develop common work agendas in different areas. ADAM established relations with several national institutions that share ADAM's commitment to improved local governance, such as the National Federation of Municipalities (FCM) and the National Federation of Municipal Councils (FENACON).

For example, ADAM, in coordination with the Ministry of Culture, organized the National Community Radios Program Committee, to link GoC institutions with international organizations to formulate a work plan to reinvigorate the program at the regional level. The committee recruited seven regional operators to cover more than 40 municipalities. ADAM and the Ministry of Culture finalized a Memorandum of Understanding on this committee and coordination activities.

### i. Colombianization

All ADAM Initiatives begin with *concertación* processes, the first steps taken to achieve Colombianization. ADAM activities are formulated by facilitating platforms for citizens and local government to identify their true problems and develop real solutions within the framework of the ADAM strategy. At the same time, ADAM takes great care to disseminate national government policies and strategies to municipal-level governments that participate in the program.

<sup>4</sup> The Farmer Field School program is a participatory methodology used to increase knowledge of agriculturalists, encourage them to adopt new technology and share best practices.

We believe these are essential to ensure sustainability of ADAM supported activities throughout the life of the program and afterwards.

ADAM's Colombianization strategy includes activities and methodologies coordinated with various entities of the national, departmental, and local government, NGOs, community groups, and citizens. In PYI, ADAM introduced the program to numerous national, departmental, and local institutions to pursue the key goal of sustaining activities to ensure program impact. ADAM will work with the following entities to pursue the Colombianization strategy:

- *National Government of Colombia.* ADAM is in constant coordination with *Acción Social/PCI* to ensure that Municipal Initiatives are aligned with the strategies and policies of the national government. Regular monthly meetings are held as well as numerous ad-hoc meetings related to programmatic issues such as verification of zero illicit crops, monitoring and evaluation, technical productive issues, and coordination with other government programs.
- *Ministries and National Entities.* During PYI, ADAM played a central role in the formation of seven committees with participation of pertinent government ministries and national entities. By way of these committees, ministries and national entities participate in the design, implementation, funding, and monitoring of many ADAM activities. These committees ensure institutional legitimacy and sustainability of activities, as well as facilitate coordination with public policies. The committees are listed in Table 8 and PYI results are highlighted in Annex D.
- *Departmental and Municipal Governments.* The implementation of the ADAM strategy requires integration and coordination with departmental and municipal development plans and sub-national government efforts. All agreements signed to date regarding ADAM productive, institutional, and IDP assistance activities involve the leadership and co-financing of the local governments.
- *Colombian Organizations.* The implementation of technical assistance and training for both LG and AD activities planned for each Municipal Initiative are carried out with the support of Colombian NGOs, consultancy entities, universities, and other organizations that contribute their local knowledge and experience.
- *Social Organizations.* Producer, social (women's, youth, Afro-Colombian, and Indigenous groups), and community organizations (community action boards), are the primary beneficiaries, as well as principle implementers, of ADAM activities. Community roundtables, oversight committees, operating committees, and the support rendered to organizations and/or networks all aim to facilitate effective social participation, public interaction, and real bonds with local authorities. These bonds between grassroots organizations and institutions create conditions of sustainability and will regenerate similar activities in the future.

ADAM activities are supporting the State's policies in the selected municipalities. Many of these policies include methodologies, instruments, publications, and other benefits that are passed on to the institutions and organizations for their future activities.

The following table summarizes the areas, institutions, and events that ADAM supported toward the goal and process of Colombianization.

**Table 8: ADAM Colombianization Initiatives**

<b>Memorandum of Understanding</b>	Ministry of Culture, MAVDT, Ministry of National Education, and Ministry of Communications
<b>Institutional Committees with GoC Entities and other USAID Implementers</b>	<b>National Community Radios Program Phase II Committee</b> Acción Social/PCI, Ministry of Culture, UNDP, UNICOM, National Parks Office, <i>Fundación Oleoductos de Colombia</i> , USAID, ADAM (including PADF).
	<b>Citizen Security, Culture, and Convivencia Committee</b> Acción Social/PCI, the Ministry of Interior and Justice, the Ministry of Culture, CNP, DNP, DMS, USAID, and ADAM (including Georgetown University).
	<b>Municipal Council Members Committee</b> Acción Social/PCI and the Office of Municipalities and Regions, the Ministry of Interior and Justice, ESAP, FENACON, USAID, and ADAM (including Georgetown University).
	<b>Public Services Committee</b> MAVDT, CRA, SSPD, DANSOCIAL, UNICEF, OPS, and ADAM.
	<b>National Committee for IDPs</b> Acción Social/PCI, USAID, CHF, OIM, PADF, and ADAM.
	<b>Afro-Colombian Committee</b> Ministry of Interior and Justice, DNP, Office of Territorial Issues, AMUNAFRO, and ADAM.
	<b>Women Participation Campaign Comité</b> GTZ, UNIFEM, NDI, FESCOL, and GoC (Consejería de equidad para la Mujeres, Federación Colombiana de Municipios, FENACON, and ADAM.
<b>Support to National Events and Initiatives</b>	Supported the National Federation of Municipalities (FENACON) in Expo-Innovation 2006 in Bucaramanga.
	Supported AMUNAFRO by participating in the “IV Conference of Afro-Colombian Institutional Strengthening” in Medellín.
	Supported four events of the <i>Red de Iniciativas de Descentralización</i> , including “20 Years of Decentralization in Colombia: Present and Future” in Bogota, Barranquilla, Pereira, and Cúcuta
	Supported the <i>Federación Colombiana de Municipios</i> in developing the 2nd <i>Cumbre Latinoamericana de Alcaldes y Autoridades Locales</i> in Cali
<b>Alliances with GoC and International Institutions</b>	Ministry of National Education, Ministry of Communications, Ministry of Social Protection, DANSOCIAL, Incoder, DNP, IGAC, Acción Social/PCI, FCM, governors, mayors, <i>Universidad de la Salle</i> , UNICEF, Carana, Fundación Corona, CASALS, GTZ, FESA S.A., of the Carvajal Group, BID, FESCOL, PDPMM, World Bank, <i>Laboratorio de Paz del Cauca</i> , <i>Foro Nacional por Colombia</i> , <i>Universidad Nacional de Colombia</i> , <i>Universidad Externado de Colombia</i> , <i>Universidad del Rosario</i> , <i>Confederación Nacional de Juntas de Acción Comunal</i>

## ii. Specific Results

### Municipal Finances and Incomes & Municipal Planning:

- ADAM worked closely with *Catastro y Agrología* of the *Instituto Geográfico Agustín Codazzi* (IGAC) to design an appraisal methodology to strengthen land registries and the organizational capabilities of IGAC at the local level. IGAC and the Ministry of Agricultural and Rural Development will apply and test the methodology in pilot projects in ADAM municipalities.
- ADAM finalized a proposal with the National Planning Department (DNP) to implement a budgetary information system related to municipal development in targeted municipalities. ADAM worked closely with the governor’s office in Huila to test the proposal. In 2007, ADAM will continue work support this system by testing it in two ADAM Municipalities.
- ADAM formulated a Budgeting-by-Results methodology for small municipalities (less than 30,000 inhabitants) in coordination with the DNP. In coordination with the DNP, CASALS,

and the German Cooperation, the methodology will be applied in pilot projects in targeted ADAM municipalities.

- ADAM established an agreement with FESA Inc, of the Carvajal group, to carry out pilot projects to assess, improve and administer municipal incomes in targeted ADAM municipalities.

#### **Public Services:**

- ADAM defined 14 potential intervention strategies of the ADAM program in accordance with GoC national policies for potable water, basic sanitation, and environmental standards, in coordination with MAVDT, CRA, SSPD, DANSOCIAL, UNICEF, and OPS.

#### **Citizen Participation and Vulnerable Groups:**

- In coordination with the ESAP, ADAM developed a strategy to improve the participation of vulnerable groups in ADAM municipalities. Implementation of this strategy is to begin in February 2007.
- During the IV Afro-Colombian Institutional Conference, ADAM assisted mayors with large afro-Colombian populations to develop common recommendations to improve their Afro-Colombian participation. Major results of the Conference were:
  - The incorporation of AMUNAFRO in *Acción Social's* Office for International Cooperation's 2007 Strategic Plan. This will allow AMUNAFRO to serve as a valid interlocutor in aligning municipalities with a large Afro-Colombian presence with activities supported through the Office of International Cooperation.
  - The Swiss, Spanish, and German agencies for international cooperation agreed to work with AMUNAFRO on a proposal to incorporate institutional strengthening of municipalities in their 2007 strategic plans.
  - An agreement was reached to develop a scope of work for a consultancy supported by the World Bank to develop an institutional strengthening proposal for AMUNAFRO municipalities to present to the DNP.
  - A series of recommendations for the Afro-Colombian Population Long Term Integrated Plan were elaborated in accordance with Law 812 of 2004. These recommendations, taken up by National Planning were: improved support of development of productive activities based on Law 70 of 1993 regulations, in areas of associative organization and credit; strengthening of the mayors' offices in their capacity to provide support to Afro-Colombian communities and organizations.
- ADAM staff worked closely with the Ministry of Social Protection to organize a Basic Health Plan focused on the Afro-Colombian population. ADAM facilitated the involvement of nine high-level leaders of Afro-Colombian communities to help define a viable course of action for improving basic health in Afro-Colombian communities, especially in rural areas.
- ADAM supported the participation of youth in a workshop on local decision making in Magdalena Medio by coordinating with *Colombia Joven*, *Universidad de La Salle*, UNICEF, *Carana*, the Corona Foundation, and *Union de Jovenes Demócratas*. Fifty youths were trained in citizen participation and public youth politics.
- ADAM established a working group to strengthen the campaign "More Women, Better Politics," to improve the political participation of women at the local level. The working Group is comprised of international institutions including GTZ, UNIFEM, NDI, FESCOL, and several GoC agencies (including Regional Ministry of Equity for Women, FCM, and FENACON). Highlights of results to date include:

- Support of the “Teaching of Teachers Event” in which 22 women from different parts of the country representing women’s organizations were trained in campaign techniques and mechanisms of access arenas for local decision making. These women are now training other women in their municipalities.
- Publication of an article in *El Tiempo* on December 17, 2006 that promotes the participation of women in local decision making and presents a study of the challenges they face in public arenas.

### **Institutional Development**

- Initiated Phase II of the National Community Radios Program by contracting seven regional operators to cover more than 40 municipalities. Concrete results were not attained in 2006 as activities are planned to start in 2007.
- Initiated reviewing a proposal to support the *Federación Nacional Comunal* in its effort to strengthen the *escuela de formación* initiative to increase citizen oversight capacities and social control (*veeduría*). This activity will assist JACs in developing capacity to carryout SIF projects.

### **Municipal Councils**

- The Municipal Council Members Committee was established with various GoC entities to coordinate national and regional efforts to strengthen municipal political control mechanisms and basic democratic representation in Colombia.
- ADAM designed a training program for Municipal Council Members in public management (*Diplomado*) within the framework of the *Viernes del Concejal*. Converting the *Viernes del Concejal* into a *Diplomado* was a significant result in terms of improving the attendance rate of municipal council members to the Friday sessions, as they now have a larger incentive to participate. During the first year, the training program was offered in 438 municipalities and 15 departments, involving more than 1,400 councilors per module. Four modules were covered during the first year including: budget, political caucus, civil service (*carrera administrativa*), and fiscal planning. In addition, surveys were conducted among municipal councils to assess what areas most in need of support.
- Publication of 2,000 pamphlets to publicize the Training Course in Public Management.
- Drafted, published, and distributed 15,000 copies of two editions of the magazine *Councils in Contact* (*Concejos en Contacto*).
- ADAM staff formulated and initiated an organizational strengthening plan for FENACON.

### **Citizen Security, Culture, and Convivencia**

- Created a Citizen Security, Culture, and *Convivencia* Committee, which agreed on a work plan and key initiatives for the first two years of the ADAM program.
- The Citizen Security, Culture, and *Convivencia* Committee drafted terms of references for regional consultants, contracted consultants, and will move forward on consultant training.
- Drafted and published two editions of the magazine of the *Secretaria Técnica del Programa Departamentos y Municipios Seguros* (DMS) magazine.
- Drafted, distributed, and reached consensus on a document regarding community-policing strategies.

In addition to the results mentioned above, the LG Component focused on formulating the initial 30 Municipal Initiatives with the rest of the ADAM staff and partners throughout the first program year. Following this process, local governance strategies were formulated in each of the 30

municipalities. At the end of the first year, specific terms of reference were developed to begin activities in 17 municipalities. The following chart summarizes programmed LG activities by component and future sub-contracts in the 17 municipalities. A description of each activity and portfolio of each component can be found in Section III.E.ii.

**Table 9: Local Governance Activities in Initial 17 Municipalities**

Dept.	Municipality	Local Governance Component (Activity)
Antioquia	Arboletes	<ul style="list-style-type: none"> <li>▪ Municipal Finances and Revenue (Achieve Fiscal Soundness)</li> <li>▪ Institutional Development (Improve Management Capabilities in <i>Veredas</i>)</li> </ul>
	Nechí	<ul style="list-style-type: none"> <li>▪ Municipal Finances and Revenue (Achieve Fiscal Soundness)</li> </ul>
	San Juan de Urabá	<ul style="list-style-type: none"> <li>▪ Municipal Finances and Revenue (Achieve Fiscal Soundness)</li> <li>▪ Institutional Development (Improve Management Capabilities in <i>Veredas</i>)</li> </ul>
Bolívar	San Pablo	<ul style="list-style-type: none"> <li>▪ Municipal Finances and Revenue (Achieve Fiscal Soundness)</li> <li>▪ Citizens Participation and Vulnerable Groups (Strengthen Organizations of Vulnerable Groups, Promote the Inclusion of Vulnerable Groups, Strengthen Processes to Improve Citizen Participation, Improve Community Communication Processes)</li> </ul>
	Simití	<ul style="list-style-type: none"> <li>▪ Public Services (Strengthen Urban and Rural Public Services Providers)</li> <li>▪ Municipal Finances and Revenue (Achieve Fiscal Soundness)</li> <li>▪ Citizens Participation and Vulnerable Groups (Strengthen Organizations of Vulnerable Groups, Promote the Inclusion of Vulnerable Groups, Strengthen Processes to Improve Citizen Participation, Improve Community Communication Processes)</li> <li>▪ Institutional Development (Improve Management Capabilities in <i>Veredas</i>)</li> </ul>
Cauca	Caldono	<ul style="list-style-type: none"> <li>▪ Public Services (Strengthen Urban and Rural Public Services Providers)</li> <li>▪ Municipal Finances and Revenue (Achieve Fiscal Soundness)</li> </ul>
	Patía	<ul style="list-style-type: none"> <li>▪ Public Services (Strengthen Urban and Rural Public Services Providers)</li> <li>▪ Municipal Finances and Revenue (Achieve Fiscal Soundness, Improve Financial Management, Strengthen Organizational Structures)</li> </ul>
	Silvia	<ul style="list-style-type: none"> <li>▪ Public Services (Strengthen Urban and Rural Public Services Providers)</li> <li>▪ Municipal Finances and Revenue (Achieve Fiscal Soundness)</li> </ul>
	Totoró	<ul style="list-style-type: none"> <li>▪ Public Services (Strengthen Urban and Rural Public Services Providers)</li> <li>▪ Municipal Finances and Revenue (Achieve Fiscal Soundness)</li> </ul>
Córdoba	Montelíbano	<ul style="list-style-type: none"> <li>▪ Municipal Finances and Revenue (Achieve Fiscal Soundness)</li> <li>▪ Institutional Development (Improve Management Capabilities in <i>Veredas</i>)</li> </ul>
Huila	Isnos	<ul style="list-style-type: none"> <li>▪ Public Services (Strengthen Urban and Rural Public Services Providers)</li> <li>▪ Municipal Finances and Revenue (Achieve Fiscal Soundness, Strengthen Organizational Structures)</li> <li>▪ Institutional Development (Improve Management Capabilities in <i>Veredas</i>)</li> </ul>
	La Plata	<ul style="list-style-type: none"> <li>▪ Public Services (Strengthen Urban and Rural Public Services Providers)</li> <li>▪ Municipal Finances and Revenue (Achieve Fiscal Soundness, Strengthen Organizational Structures)</li> <li>▪ Institutional Development (Improve Management Capabilities in <i>Veredas</i>)</li> </ul>
	Pitalito	<ul style="list-style-type: none"> <li>▪ Public Services (Strengthen Urban and Rural Public Services Providers)</li> <li>▪ Municipal Finances and Revenue (Achieve Fiscal Soundness, Strengthen Organizational Structures)</li> <li>▪ Institutional Development (Improve Management Capabilities in <i>Veredas</i>)</li> </ul>
Nariño	Cuaspud	<ul style="list-style-type: none"> <li>▪ Municipal Finances and Revenue (Achieve Fiscal Soundness)</li> <li>▪ Institutional Development (Improve Management Capabilities in <i>Veredas</i>)</li> </ul>
	Iles	<ul style="list-style-type: none"> <li>▪ Public Services (Strengthen Urban and Rural Public Services Providers)</li> <li>▪ Municipal Finances and Revenue (Achieve Fiscal Soundness)</li> </ul>
	Potosí	<ul style="list-style-type: none"> <li>▪ Public Services (Strengthen Urban and Rural Public Services Providers)</li> <li>▪ Municipal Finances and Revenue (Achieve Fiscal Soundness, Strengthen Organizational Structures)</li> </ul>

Dept.	Municipality	Local Governance Component (Activity)
	Tumaco	<ul style="list-style-type: none"> <li>▪ Municipal Finances and Revenue (Improve Financial Management)</li> <li>▪ Citizens Participation and Vulnerable Groups (Promote the Inclusion of Vulnerable Groups)</li> </ul>

## F. SOCIAL INFRASTRUCTURE ACTIVITIES

ADAM will formulate and implement productive and social infrastructure fund activities to support ADAM Municipal Initiatives (SIF/ADAM activities) and to assist the displaced population (SIF/IDP activities).

Previous USAID Local Government initiatives in Colombia have demonstrated that SIF methodology strengthens local municipal administrations and community based organizations, rebuilds public confidence in these institutions, and stimulates citizen participation while contributing to the expansion of social infrastructure. SIF plays a critical element of program integration, addressing both the demand and supply side of democratic local governance by providing incentives and hands-on experience in development planning, project design, community participation and oversight, and transparent public management. Therefore, the impact of SIF activities extend beyond simply constructing a new bridge, school or sanitation system. The SIF process provides invaluable training to citizens and community organizations offering them the opportunity to gain first-hand experience in the development, implementation and oversight of publicly funded projects. The benefits of this process is manifest in terms of meeting the infrastructure needs of the participating communities while encouraging and rewarding civic involvement and building confidence and productive relations between communities and their municipal governments. SIF activities are used as a platform to foster institutionalized citizen participation in public affairs. The SIF platform is also excellent to involve vulnerable marginalized communities, including indigenous groups, Afro-Colombians, displaced persons, and women, and encourage their participation in municipal governance. SIF activities are implemented with intense supervision on the part of the beneficiary communities, public officials, and ADAM personnel.

With regard to SIF/ADAM activities, once the productive nuclei and beneficiary families are identified around ADAM productive activities, ADAM staff in Bogotá and the regional offices meet with community leaders and organizations to understand needs and identify potential infrastructure activities that will serve to strengthen Local Government and Alternative Development activities. Many SIF/ADAM activities will create or improve infrastructure that directly improves the lives of beneficiaries participating in productive activities by increasing the value of their crops sales. For instance, a productive infrastructure activity will improve a milk storage plant to benefit milk producers participating in the ADAM milk activity in Illes, Cuaspud, and Potosi (Narino).

ADAM's participation in IDP-related activities is focused on SIF/IDP activities. For this purpose, the ADAM program has \$20 million budgeted to support the displaced population. To identify potential SIF/IDP activities, ADAM works with the primary USAID-funded program, *Programa de Atención a Desplazados y Grupos Vulnerables* (IDP2 Program), implemented by PADF and the United Nations International Office on Migration (UNIOM). In PY1, ADAM played a critical role in creating The National Committee for IDPs, composed of *Acción Social*, CHF, the IDP2 Program Implementers, and ADAM. The Committee has been instrumental in creating a platform for member organizations to coordinate efforts, share lessons learned and leverage funds, all of which are resulting in maximizing efforts to support IDPs. The committee helps identify and evaluate all IDP/SIF activities to be funded through ADAM and it provides approval before they are submitted to USAID.

During the first year, ADAM staff formulated nine SIF/IDP activities and twelve SIF/ADAM activities. The following tables outline the location and types of social and productive infrastructure activities formulated.

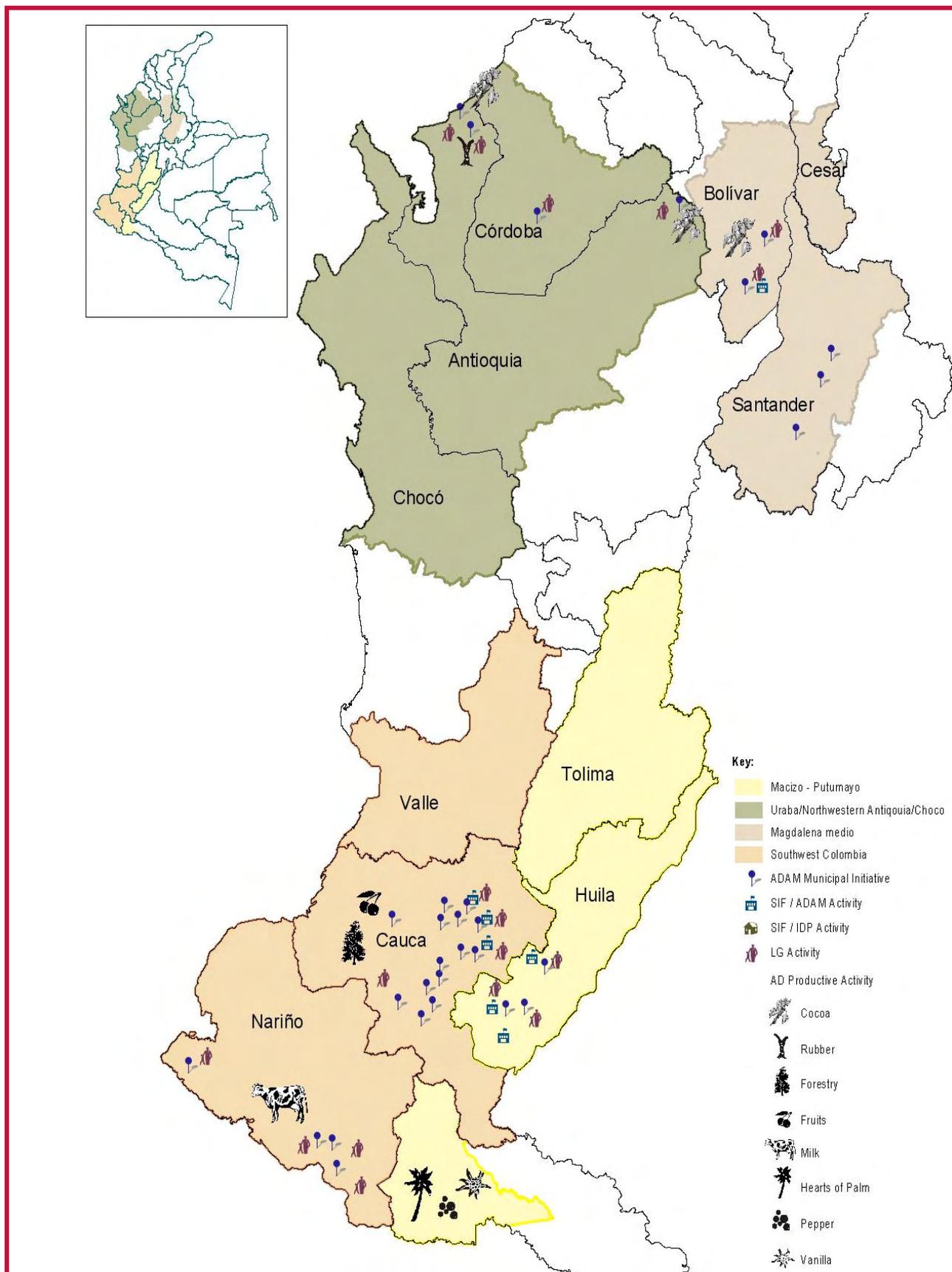
**Table 10: ADAM SIF/IDP Activities Formulated in Year One**

Dept	Muni(s)	SIF/IDP Activity
Cauca	Popayán, Sotara, and Timbio	(1) <u>Water</u> : Regional Aqueduct
	Popayán	(2) <u>Education</u> : Construction of school cafeteria and sanitary unit in Educational Center <i>Alejandro de Humboldt</i>
	Totoró	(3) <u>Education</u> : Construction of four classrooms and one sanitation unit in <i>AMALAKA</i>
	El Tambo	(4) <u>Education</u> : Construction of school cafeteria and sanitary unit in Educational Center <i>San Carlos</i>
Nariño	Pasto	(5) <u>Housing</u> : Housing project <i>Juan Pablo II</i>
Huila	Pitalito	(6) <u>Education</u> : Construction of day-care center and recreational park
	Neiva	(7) <u>Education</u> : Construction of Community Center and Sports Center in <i>Puerta del Sol</i> .
Putumayo	Mocoa	(8) <u>Housing</u> : Housing project <i>Palermo Sur</i>
Bolívar	Santa Rosa	(9) <u>Housing</u> : Housing project for ASOMIND

**Table 11: ADAM SIF/ADAM Activities Formulated in Year One**

Dept	Muni(s)	SIF/ADAM Activity
Cauca	Caldono	(1) <u>Basic Sanitation</u> : Sanitary sewage system replacement in Pueblo Nuevo.
	Silvia	(2) <u>Basic Sanitation</u> : Conclude the construction of the first module of the sewage water treatment plant in Pitayó, <i>resguardo</i> of Pitayó in municipality of Silvia.
	Totoró	(3) <u>Education</u> : Construction of three classrooms in the <i>Colegio Básico Pueblo Totoró</i> Educational Center
		(4) <u>Education</u> : Construction of two classrooms and a school cafeteria in the Novirao Educational Center.
		(5) <u>Education</u> : Construction of three classrooms in the Buenavista Educational Center in La Estela.
Huila	Isnos	(6) <u>Productive</u> : Construction of commercialization centers for blackberry in the <i>veredas</i> of Hornitos and Paloquemao
		(7) <u>Productive Infrastructure</u> : Maintenance of the road structure in km 36, connecting Simón Bolívar, Jose Ma Córdoba y Antonio Nariño
		(8) <u>Basic Sanitation</u> : Construction of sanitary units for families of the <i>corregimiento</i> of Enrique Muñoz Navia
	La Plata	(9) <u>Basic Sanitation</u> : Construction of 71 sanitary units in the productive nucleus of the municipality
		(10) <u>Productive Infrastructure</u> : Improvement of road structure connecting San Vicente, La estrella, Perico, Bellavista, Montebello and Santa Martha
	Pitalito	(11) <u>Basic Sanitation</u> : Construction of sanitary units in some <i>veredas</i> of the <i>corregimiento</i> of Riveras del Guarapas
Bolívar	San Pablo	(12) <u>Basic Sanitation</u> : Construction of one sanitary unit in the rural educational center, Agua Sucia

**Map 2: ADAM Year One Activities in Initial Phases of Implementation**



## **G. LESSONS LEARNED**

### **1. Stream-lined methodologies are critical in designing initiatives that integrate productive, local governance, and infrastructure activities.**

To formulate ADAM Municipal Initiatives in Year I, ADAM staff developed a systematic learning and training process to act as a methodological tool that can be replicated to develop additional ADAM Municipal Initiatives, whether by ADAM staff, contractors, or partners. The formulation of the 30 initiatives during Year I, in addition to having set in motion the ADAM program, will permit the formulation of the remaining initiatives of the program as well as the supervision and monitoring on the part of the ADAM organization.

### **2. Building social capital is critical in starting-up the program.**

The ADAM Municipal Initiative integrates the technical viewpoints, needs, and concerns of producers, social organizations, and the local government. An ADAM initiative requires complex political and social agreements in addition to its technical viability with respect to markets, agro-ecology, designs, etc. The initiative integrates the priorities of the national government (CONPES in the case of alternative development), territorial governments (municipal development plans), communities and producers and the requirements of the program, such as finalizing zero coca agreements with local authorities. Finally, involving social and producers organizations as direct managers / beneficiaries diminishes costs and enables ADAM to concentrate its efforts on potential citizens involved in illicit crops.

Attaining consensus and agreements among all of these parties implies a more complex process than in the traditional “competitive” process where project proposals are received, evaluated, and approved. In the ADAM methodology, a joint definition of the ADAM initiatives is adopted among authorities, organizations, communities, and technicians through open and transparent public meetings and dialogue. The ADAM process requires the collection of local and collective wisdom while overseeing the competitive processes to select the best operators and suppliers of goods and services to implement ADAM activities.

### **3. Local knowledge and citizen participation are keys to identifying and designing activities; technical expertise is not enough.**

ADAM has designed a participatory mechanism that enables the identification of licit economic opportunities and the development of activities directed towards strengthening local governments in targeted regions. To construct regional strategy, ADAM organizes a Technical Committee. This Technical Committee provides an opportunity for all local actors to participate actively in formulating and later implementing initiatives and activities in the region.

The Technical Committee operates in the following way: the directors of ADAM’s technical departments for both AD and LG hold thematic meetings with governor’s and mayor’s representatives, professionals associations, institutions, community-based organizations and producers’ organizations, in order to analyze and understand the different activities already included in local and regional development plans. Based on this information, the ADAM team and the critical support of local officials reach agreements on concrete LG and AD activities to be included in the ADAM Municipal Initiative.

This methodology has been successful in the departments of Huila, Cauca, Santander, and Antioquia, contributing to a climate of confidence among the local institutions and communities, which will benefit from ADAM. At the same time, the methodology has facilitated a process of constructing integrated and comprehensive activities to be financed by ADAM.

# III. YEAR TWO WORK PLAN

## A. INDICATOR GOALS

The following table is a list of ADAM's indicator goals through December 2007 and the life of the five-year contract, as approved in PMP submitted in PYI.

**Table 12: ADAM Indicator Goals**

INDICATOR	Goals Through PY2 <sup>5</sup>	Total Goal (2006-2010)
1. Number of families benefited (target does not include IDPs nor Indirect beneficiaries)	23,233	51,633
2. Number of licit hectares supported (includes crops and forestry)	44,552	156,952
3. Number of hectares devoted to natural forestry management	2,934	8,000
4. Number of <u>productive (P)</u> and <u>social (S)</u> infrastructure projects completed involving community participation mechanisms.	P : 12 S : 63	P: 94 S: 282
5. Number of FTE jobs created	24,697	70,521
6. Number of hectares free of coca	116,165	258,165
7. Number of strengthened municipalities	0	94
8. Amount of public sector funds leveraged	\$1,250,000	\$5,750,000
9. Amount of private sector funds leveraged	\$13,740,000	\$167,190,000
10. Percent of citizens surveyed in target regions who rate <u>local government services</u> as good or better than the previous survey (LAPOP indicator bi-annually) <sup>6</sup>	0	40
11. Percent of citizens surveyed in target regions who rate <u>citizen participation</u> as good or better than the previous survey (LAPOP indicator)	0	40
12. Percent of citizens surveyed in target regions who rate local government <u>transparency</u> as good or better than the previous survey (LAPOP indicator bi-annually)	0	40
13. Percent of citizens surveyed in target regions who rate <u>confidence</u> in local government as good or better than the previous survey (LAPOP indicator bi-annually)	0	40
14. Number of communities and producer associations signing illicit-free agreements	80	94
15. Number of families under illicit crop free agreements	21,763	45,993
16. Sales by enterprise and producer organizations (or gross value for security crops)	\$1,443,000	\$342,116,000
17. Legacy 1: Number of producer organizations, achieving profit/loss equilibrium	0	94
18. Legacy 2: Number of sustainable departmental cooperative administration enterprises or municipal public service providers ( <i>microempresas</i> )	10	30
19. Legacy 3: Number of sustainable CPGAs	1	4
20. Legacy 4: Number of sustainable municipal associations	2	8
21. Number of municipalities which have increased revenues by 50%	5	20

<sup>5</sup> This column includes the cumulative 2006 and 2007 indicator goals.

<sup>6</sup> LAPOP = Latin American Public Opinion Project. It is important to state that if for any reason USAID does not contract the follow-up LAPOP surveys this information will not be available for ADAM to report on these indicators. Alternatively, as part of the impact methodology for ADAM, the M&E team is designing its own impact evaluation to measure changes in perceptions described in section VI.B of this plan.

**Table 13: Projected Results for ADAM's Key Indicators through PY2**

Key Indicators	Indicator Goals through PY2	Projected Results through PY2	Difference
Number of families benefited (does not include IDPs beneficiaries)	23,233	27,479 <sup>7</sup>	4,246
Number of licit hectares supported <sup>8</sup>	44,552	43,182	(1,370)
Number of productive and social infrastructure activities completed involving community participation mechanisms.	Social: 63 Productive: 12	Social: 51 Productive: 14	Social: (12) Productive: 2
Number of full time equivalent jobs created	24,697	19,050	(5,647)
Sales	\$1.4 mil	\$3.4 mil	\$2.0 mil

Table 13 provides a projection of ADAM's results in five key indicators in comparison to the indicator goals established in the Performance Monitoring Plan (PMP). The number of families projected includes beneficiaries from alternative development activities and social and productive infrastructure activities. ADAM staff anticipates that the program will exceed the goal in families through PY2. The number of hectares established or maintained refers to the number of hectares for which field work has begun. The number of hectares supported is a conservative estimate of the number of hectares connected to farmers that are incorporated into the ADAM assistance program through signed zero-coca agreements. The difference between the two projections is a function of specific agronomic cycles, not necessarily activity implementation. ADAM staff projects that it will meet 97% of the hectares supported goal through PY2.

ADAM projections for productive and social infrastructures activities are close to their targets and are reasonable considering that the first SIF projects were not signed with implementers until the end of 2006. Part of the delay in starting the first SIF activities is attributed to converting the contractual mechanism with JACs from sub-contracts (as they were implemented under DLGP11) to grants. This conversion was completed and will enable significant increase in formulating and implementing SIF activities in 2007.

The 2007 projection for jobs created meets 77% of the indicator goal through PY2. Productive activities primarily contribute to this indicator. ADAM plans to formulate and begin implementation of 177 productive activities through PY2. Similar to the number of hectares established or maintained, not all of the jobs created (specifically 4,418 jobs) from the 177 activities will be counted in 2007, but rather in PY3. When considering all of the jobs created from 177 activities, the total of 23,468 jobs equals 95% of the indicator goal. Finally, ADAM projection in sales through 2007 exceeds the indicator goal by a significant margin.

## B. ACCELERATING ACHIEVEMENT

ADAM's success is ultimately achieved through the delimitation of municipal areas that have signed and upheld zero coca agreements as a result of the integrated program of assistance in local governance, social and productive infrastructure, and productive activities. As described below, the achievement of success involves a complex series of analyses, designs, assemblies, meetings, consensus building, negotiation, approvals, and procurements. Success cannot be achieved without

<sup>7</sup> ADAM's total projection of families benefited includes families benefited from productive and infrastructure activities. See Tables 16, 21, and 22.

<sup>8</sup> Hectares "supported," which is the indicator name in the PMP, replaces hectares "established or maintained." Hectares supported refers to hectares on which actual program support has begun in the establishment or maintenance of a crop promoted by ADAM.

the participation of many partners and a clear sense of ownership on the part of the community and stakeholders. In accelerating achievement, ADAM can simplify and shorten many of the processes that lead to a functioning Municipal Initiative. However, ADAM will not shortcut the activities that bring in partners, empower communities, create an integrated program, and result in firm, community commitments to fulfilling obligations to the program, both in terms of counterpart contribution and a zero coca environment.

### **i. Key ADAM Indicator Goals through 2007**

In accelerating implementation, all activities will be accelerated by shortening the time frame for development, approval, and procurement of Municipal Initiatives. The activities of the AD Component, though, are most time sensitive since they are tied to agricultural and market cycles, and these will therefore become the simple benchmark for achievement. The strongest proxy targets for achievement, then, are the number of families benefited and number of hectares in productive activities in the alternative development component. The AD Component projections for 2007 are:

Families Benefited --	23,057
Hectares Supported --	43,182

Families benefited refer to the number of families specifically covered under zero coca agreements between ADAM and the participating beneficiaries in an ADAM productive activity. Hectares supported are a conservative measure that refers to the number of hectares of these farmers that are incorporated into the ADAM assistance program through the zero coca agreements, not the total hectares owned by the family. Hectares supported refers to hectares on which actual program support has begun in the establishment or maintenance of a crop promoted by ADAM.

When only considering AD activities, the targets for families benefited and hectares supported represent 99% and 97% of the cumulative goals through 2007 established in the PMP. When adding the number of families that will benefit from social and productive infrastructure activities, ADAM will exceed 2007 indicator goals, as shown in Table 13. The groundwork of 30 Municipal Initiatives was laid during 2006 for approximately half of these targets (see description of 30 municipalities or Group I in Section D.i). During 2007, ADAM will bring this half into implementation, and at the same time develop Municipal Initiatives for an equivalent size population (30 municipalities in 2006 and 39 municipalities in 2007, see Table 14) and begin implementation on these also. Seen this way, the work represents an acceleration of about 3X as compared to 2006. However, to be effective given the reality of agricultural cycles, most of the work in 2007 has to be completed in the first two quarters, so that the effective acceleration over 2006 is closer to 6X.

As described above, the primary limitation on accelerating implementation is the process of *concertación* and negotiation at the municipal and community/farm association level. Key in the process is the negotiation of zero coca agreements at the municipal and *vereda* levels and following zero-coca verification process, which can be very difficult in many cases since ADAM municipalities have been selected based on the existence or imminent threat of illicit crop production. ADAM projects a total of 69 municipalities in which experience suggests that negotiation of these and all technical agreements can be achieved in the first two quarters. The limiting factor within these municipalities then becomes the number of families that can be incorporated from the outset and the number of hectares that they have in production. Of these two, the number of hectares can be strictly limited in those cases in which ADAM is working in a highly profitable but land intensive activity, such as horticulture, and when families own very small parcels of land. In both cases, the objective of providing effective, sustainable assistance to vulnerable (small) farmers does not lend itself to covering large extensions of land, and the indicator for numbers of hectares is a less reliable proxy. This explains most of the 3% shortfall as compared to the original goal.

ADAM has created a prioritization of municipalities for 2007 based on the ease of beginning alternative development activities. These will be phased in during the first two quarters with the expectation of having significant progress by the end of the year. These are presented in detail later in Table 16.

*Equivalent Hectares:* ADAM focuses on generating economic opportunities (employment and income) for populations vulnerable to illicit crop cultivation. Consequently, ADAM promotes various farm and non-farm productive activities intended to increase income and offer employment within targeted municipalities. Different productive activities generate different impact and various levels of income and employment. Hence, an indicator that considers solely the surface area (number of licit hectares supported) does not necessarily reflect ADAM's accomplishment in terms of employment and income targets. Given that both targets (employment opportunities and employment generation) are equally important but not always correlated; the following formula incorporates both indicators to define an equivalent area to better reflect the impact of a particular crop. Equivalent hectares provide a basis to compare the impact of ADAM activities in terms of job creation and income generation.

$$AE_i = A_i * (L_i/L_r + V_{Bi}/V_{Br})/2$$

$A_i$  = hectares supported by ADAM productive activities

$L_i$  = number of wages per hectare per year in ADAM productive activities

$L_r$  = number of wages per hectare generated by the average Colombian

$V_{Bi}$  = gross value per hectare per year generated by ADAM productive activities

$V_{Br}$  = gross value per hectare per year generated by the average Colombian

The following charts provide examples in reporting the physical/tangible area versus equivalent area in some of ADAM productive activities.

Application of Equivalent Areas				
ADAM Productive Activities	Hectares supported	Hectares per family	Coefficient of equivalent area	Equivalent Hectares
Coconut Tumaco	750	3.00	1.12	844
Cocoa Tumaco	1,200	3.00	1.22	1,463
Milk Silvia	250	1.25	0.40	99
Pepper Putumayo	100	1.00	2.98	298
Coffee Totoró	187	0.75	1.97	368
Ecocacao El Carmen	300	3.00	1.44	433
Avocado Cauca	494	1.00	4.61	2,275
<b>Total</b>	<b>3,281</b>			<b>5,781</b>
<i>Reference for equivalent area</i>				
Employment (wages/ha/yr)		67.7		
Gross Income (\$MM/ha/yr)		4,507,933		

Implications for cost-effectiveness: Area per each \$100,000 of ADAM's contribution to productive activities		
Indicator	Physical/Tangible Area	Equivalent Area
Coconut Tumaco	200	225
Cocoa Tumaco	212	258
Milk Silvia	80	32
Pepper Putumayo	59	176
Coffee Totoró	43	85
Ecocacao El Carmen	126	182
Avocado Cauca	59	273

## **ii. Managing for Accelerated Implementation**

During 2007, ADAM expects to shorten the time for the development of a discrete activity from the first meetings at the community level until the signature of a sub-contract or sub-grant that will initiate implementation from 8-10 months that it took during 2006 to 90 days in 2007. This will be done by simplifying the design and documentation process, strengthening and decentralizing operations, and integrating procurement planning and development more fully into the technical design process. The shorter lead time will permit the development of more Municipal Initiatives in the first two quarters, which will leave time for greater achievement of results during the last two quarters. In terms of the ADAM processes described below, this will mean that they will maintain all of their original integrity, but that activities may be conducted simultaneously, documentation will be standardized and simplified, roles will be more specialized, and more responsibilities will be delegated.

## **iii. Simplify Design and Documentation**

The first step will be to simplify and clarify the design, documentation, and approval process. ADAM is proposing to make the Municipal Initiative document the principal point of USAID technical approval for the overall Municipal Initiative or strategy and AD, LG, and SIF/ADAM activities. This will shorten the development time for the Municipal Initiative to an average of 30-60 days. ADAM will move directly from the approval of a Municipal Initiative to development of SOWs for contracts or grants to implement activities. On a separate management track, two new sets of supplementary documents will be prepared that will substitute for the background section of the Municipal Initiative and the technical approval document – one will be a municipal data base and analysis and the other will be a set of technical activity models. This system will shorten the time to implementation, but will also improve the flow and documentation of analysis and information.

The Municipal Data Base and Analysis documents will be prepared separately by a specialized ADAM team. They will present more quantitative data than currently, more maps, and in a more standard format. An illustrative outline is provided in Annex C. They will provide the same or greater level of justification and background for the Municipal Initiative, in a more accessible format. Separating this function permits the technical teams to focus on activity design and development.

The AD Component is currently finishing up the development of a series Model Projects for the main crops that have been identified as having the greatest competitiveness in ADAM municipalities. These will provide a thorough analysis of the problems and potentials that have been identified by crop and industry, evaluate regional differences, identify international or national markets, describe the full range of ADAM technical approaches, and provide the framework for financial and economic analysis that will be applied for each individual activity. These protocols and technical approaches will give regional technicians a field guide for developing activities at the municipal-level, permitting them to focus on the specific problems of the local farmers rather than the generic, and eliminating the need to re-write a technical document for every activity. They will give USAID and other audiences a more thorough analysis of the “why” and “how” of ADAM activities, and reduce the need to repeat this for each activity approval. They will also focus technical attention on the potential of the major industries, and will facilitate identification of regional or national approaches (including synergies with MIDAS and other projects) to increase coverage and impact.

With these two sets of documents as background, ADAM will focus the Municipal Initiative on a description of the activities and budget agreements reached with the Municipality and community

groups. A simplified outline of the Municipal Initiative is also included in Annex C. The document will provide the level of detail in description and analysis needed for the USAID approval process, and it will make the transition to a contract or grant SOW easy. The principal gains, however, will be that the technical teams at the regional level will focus immediately on working with the communities in *concertación*, negotiation of terms of the activities, identification of specific needs of local farmers, and selection of beneficiaries, while other teams focus on background analysis and general technical aspects of design.

#### **iv. Strengthen and Decentralize Operations**

The entire ADAM operations will be managed under the direction of a newly created and staffed position of Director of Operations. During the 90-120 days of intensive development of Municipal Initiatives, ADAM will temporarily re-define responsibilities for a large number of staff. The responsibility for *concertación* and negotiation of Municipal Initiative agreements will be delegated to the regional coordinators. At the same time, the technical team in ADAM will be assigned individual responsibilities for support and follow-up on specific Municipal Initiatives. Work-up of Municipal Initiatives will require significant use of partners' time, including PADF, IICA, and CCI, as well as time from the ADAM core team. Of the 69 municipal initiatives to be developed, PADF will have responsibility under its task order for 30, ADAM core team for 17, IICA for 11, and CCI for 11. The ADAM Director of Operations will directly manage PADF, and the ADAM core technical team will manage IICA and CCI.

Extensive field support from Bogotá will be necessary during this 90-120 day period of time, to monitor and support *concertación* and negotiation, to ensure the integrity of the ADAM model, to provide guidance on relations to national programs, to provide technical support, and to supervise procurement, among others. ADAM Bogotá staff will have specific regional and municipal responsibilities, and will spend a considerable amount of time working out of the regional offices.

#### **v. Strengthen and Integrate Procurement**

The Office of Grants and Contracts will be strengthened through improved staffing and greater integration into operations from the outset of the process of developing Municipal Initiatives and technical design. In this way, the formal procurement process will run through the same 90 period as the activity development process, permitting ADAM to move from approval of the Municipal Initiative directly to submission of a SOW for a sub-contract or sub-grant that will start implementation of the activity.

The most significant change in operations will be to begin procurement planning, under the coordination of the Office of Grants and Contracts, from the outset of the development of Municipal Initiatives. There will be greater emphasis on critical issues such as selection of the most effective instrument, competitive processes for selection of awards to specific producer and community groups, use of blanket contracts to cover services over larger regions or nationally, and procurement needs under the sub-agreements or complementary to them, such as availability of nurseries to provide plant material for eventual procurement under sub-grants. ADAM will look at alternative procurement methods that could save time or increase effectiveness, such as direct procurement of supplies or materials and provision in-kind under sub-grants. Most of the time savings will come from beginning the process of competition and selection as early as possible after the general parameters of the agreed Municipal Initiative and the population of potential awardees has been defined.

The procurement process will also be made more effective by developing the municipal initiative from the outset with the objective of developing a sound SOW and budget for the eventual agreement. The Office of Grants and Contracts will help integrate these considerations into the Municipal Initiative early in the development process, so that activities and responsibilities are clearly defined and financial contributions are specified clearly. With the assistance of the Office of

Grants and Contracts, budgets will be developed early in the process to identify the most effective ways to share costs from the point of view of contract/grant administration and to begin the process of determining and documenting the reasonableness of estimated costs. This will save significant time in the eventual review of proposed sub-agreements by the Office of Grants and Contracts prior to their submission to USAID for approval.

Finally, the Office of Grants and Contracts will integrate the administration of sub-grants into the procurement process earlier and more effectively, so that sub-grantees will be well-prepared to begin implementation of activities as soon as sub-grants are awarded. This will be done by training staff at the regional levels to work with the sub-grantees in accounting, administration, voucher procedures, and management of advances when called for. The decentralization of much of this work will speed up and make more effective the administration of sub-grants.

#### vi. Compliance with USAID Regulations

In order to fully comply with USAID regulations and procedures, ADAM's home office backstopping serves as the key administrative link between the project and Bogotá's financial and administrative staff. The Corporate Backstop, Senior Technical Advisor, and Project Manager work as a team with the Bogotá staff to provide quality control for program implementation. Consistency in technical implementation is ensured by core groups of full-time home office personnel devoted to the success of this project. For 2007, key staff and where appropriate, local and U.S experts in public private alliances, export marketing/product development, alternative development, land tenure, M&E and GIS, agroforestry, competitiveness, and decentralization will ensure that the program is supported and performs according to USAID and ARD's standards. TORs will be written for each HO consultant and tied to specific results. The strengthening of the Office of Grants and Contracts will continue to be a special focus in 2007.

### C. ADAM MUNICIPAL INITIATIVES

**Table 14: ADAM Municipal Initiatives to be formulated during PY2**

USAID Strategic Region	Department	Municipality	Timeline for Submission of ADAM Initiatives to USAID
Southwest Colombia Region	Nariño	Aldana	April 2007
		Contadero	April 2007
		Guachucal	April 2007
		Ipiales	April 2007
		Puerres	April 2007
		Pupiales	April 2007
Macizo / Putumayo Region	Putumayo	Orito	April 2007
		Puerto Asís	April 2007
		Puerto Caicedo	April 2007
		San Miguel	April 2007
		Valle del Guamuez	April 2007
		Mocoa	April 2007
		Vilagarzón	April 2007
	Huila	Nátaga	April 2007
		Algeciras	April 2007
		Pital	April 2007
		Rivera	April 2007
		Tarqui	April 2007
	Tolima	Ataco	April 2007
		Chaparral	April 2007
		Ortega	April 2007
		Planadas	April 2007
		Rioblanco	April 2007

USAID Strategic Region	Department	Municipality	Timeline for Submission of ADAM Initiatives to USAID
		Roncesvalles	April 2007
		San Antonio	April 2007
Magdalena Medio / Norte de Santander Region	Bolívar	Cantagello	April 2007
		Santa Rosa	April 2007
	Cesar	Aguachica	May 2007
		La Gloria	May 2007
		San Alberto	May 2007
	Santander	Bolívar	April 2007
		Cimitarra	April 2007
Puerto Parra		April 2007	
Urabá / Northwestern Antioquia / Chocó	Antioquia	San Pedro de Urabá	April 2007
		Cáceres	April 2007
		Necocli	May 2007
		El Bagre	May 2007
		Zaragoza	May 2007
	Cordoba	Puerto Libertador	May 2007

ADAM will formulate Municipal Initiatives in 39 additional municipalities during the first half of 2007. By the end of April, Municipal Initiatives will be completed in 32 municipalities, including six municipalities in Nariño, seven in Putumayo, five in Huila, seven in Tolima, two in Bolívar, three in Santander, and two in Antioquia. The remaining seven Municipal Initiatives programmed for the first half of 2007 will be completed by May.

As described in Section I.F, an ADAM Municipal Initiative is composed of productive and local governance strengthening activities, and, where appropriate, activities targeting the displaced population. The foundation of an ADAM Municipal Initiative is the productive activity that provides competitive economic alternatives (both on-farm and off-farm activities) to illicit crops. Actions to strengthen local government, such as social infrastructure activities, aim to promote and create a favorable institutional environment that will contribute to the sustainability and replication of licit initiatives.

The process to develop a Municipal Initiative is described in Table 15 below and Annex A. This process is centered on consensus building and involves participation from numerous actors, including USAID, *Acción Social*, departmental governors, municipal mayors and other public officials, community-based organizations, and citizens. During this process, challenges, opportunities, and strategies are identified and activities defined within the scope of the ADAM Program. The result of this process is a document that lays out a 3-5 year ADAM strategic plan for a target municipality. This strategic plan presents the integrated Productive, Local Governance, and Infrastructure activities that will be carried out in the municipality over the life of the program. The plan describes how activities from the three components are integrated and contribute to the overall sustainability of the licit initiative. Annex A on Municipal Initiative Simití provides a good example of the integration between productive activities, local governance strengthening efforts, and social infrastructure activities and shows how they complement one another to achieve sustainability. ADAM's starting point in Simití is the cacao activity, which provides a competitive economic option for the project implementer, the *Asociación de Productores del Sur de Bolívar* (APROCASUR), and its members.

*How Integration is Achieved:* The development of a Municipal Initiative starts with the presentation of the ADAM Program to regional and local authorities. USAID, *Acción Social*, and ADAM representatives meet with governors, mayors, elected and appointed public officials to present the Program, its objectives, and scopes of work. In the second step, national and regional technical teams meet with local governments, *vereda*-level institutions and producer associations, civil society organizations, and community representatives, such as JACs.

During these meetings ADAM staff identifies which are the most common productive lines in each municipality, the problems that producer groups face regarding financing and commercialization, the level of development and participation of community-based organizations, and the local administration needs regarding governance, participation, and infrastructure. Based on these first results, the national team identifies market opportunities for products identified in the municipality, to determine which are the most profitable and sustainable ones in that region.

In addition, regional offices obtain detailed information on municipal needs based on the first set of meetings. ADAM regional staff also starts working on building consensus and reaching agreements regarding each activity. This process includes identifying overall objectives, goals, funding, institutional and operational responsibilities, and selecting beneficiaries for each activity.

In the process of developing an ADAM Municipal Initiative and identifying activities in each municipality, the Program takes into consideration the following aspects:

- The portfolio and strategy defined by each technical component is based on a “menu of activities” from where specific actions are chosen. These must address specific needs in selected municipalities and have support from local authorities, communities, and beneficiaries.
- ADAM cannot replace the Colombian state’s role in and responsibility for economic, social, and political development at the local level. Thus, the Program prioritizes activities which are crucial for the success of the ADAM Municipal Initiative, keeping in mind the long-term objective – Program sustainability and *colombianización* – by focusing on municipal financial operations, public service provision, and institutional development.
- The inclusion of vulnerable groups in Municipal Initiatives is vital in all Program activities. The strategies<sup>9</sup> to work with each group focus on providing these populations with the tools that they need to empower themselves and, therefore, be active and participative citizens, either as beneficiaries of productive activities, members of autonomous communities, or representatives of community grassroots organizations that interact with other organized groups and local governments.
- Several Program initiatives, such as work with municipal councils or community radio stations, are developed at the national level. Their implementation at the local level is not specified in the Municipal Initiative but they still target ADAM municipalities and beneficiaries.

Table 15 on the following page illustrates the typical process to develop a Municipal Initiative.

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<sup>9</sup> Strategies targeting Afro-Colombian and Indigenous communities will be implemented in municipalities where Afro-Colombian and/or Indigenous populations reside and, at the same time, where they are involved in ADAM Municipal Initiatives. In the case of women and youth organizations, the strategies focus on working with organized groups through networks when these are an integral part of the ADAM Municipal Initiative.

**Table 15: ADAM Municipal Initiative Process**

<b>PHASES</b>	<b>ADAM MUNICIPAL INITIATIVE PROCESS</b>
<b>Introduction Phase</b>	<b>Roll-Out Presentations / Meetings and Receive Departmental and Municipal Buy In of ADAM</b>
	Department-level roll-out presentation
	Municipal roll-out meetings
	Obtain zero-illicit crop agreements from governors and mayors through <i>Acción Social</i> .
	<b>Technical Assessment – Structuring the ADAM Initiative</b>
	Formation of the ADAM Technical Committee
	Identify opportunities for ADAM activities (AD, LG, Vulnerable Groups, and SIF).
	Assess existing organizations and potential partners
Collect pertinent information, exchange ideas and solicit feedback	
<b>Consensus-Building Phase</b>	<b>Consensus Building</b>
	Hold assemblies with communities, community leaders, local organizations, inter-institutional committees and potential partners
	Build consensus, identify and prioritize needs, assess potential activities, nuclei and organizations.
<b>Structuring Phase</b>	<b>Define ADAM Initiative</b>
	Analyze and integrate all ADAM activities (AD, LG, Vulnerable Groups, and SIF).
	Cost assessment and budgeting
	Map all initiatives according to the identified area (AD, LG, Vulnerable Groups, and SIF)
	<b>Technical Support</b>
	Review and improve technical approaches
	<b>Integration of ADAM activities</b>
	Write integrated ADAM Municipal initiative
<b>Presentation Phase</b>	<b>Final review</b>
	Technical Review of the Municipal Initiative
	<b>Presentation and Submission of ADAM Initiative to USAID</b>
	<b>USAID Approval of ADAM Initiative</b>
	Technical review and comments as necessary

## D. ALTERNATIVE DEVELOPMENT ACTIVITIES

### i. Formulation and Implementation Plans

**Table 16: 2007 Plan for Productive Activities**

Municipalities		Productive Activities	Status	Q1	Q2	Q3	Q4	Projected Results in 2007
Group 1	30 Municipalities Antioquia (3), Bolívar (2), Cauca (13), Nariño (5), Córdoba (1), Santander (3), Huila (3)	25 Activities in implementation, in contracting, or pending approval (Tables 4 & 5)	PY1 Results: Families – 914 Hectares – 208 Sales – \$0.1mil Jobs – 66					Families – 3,829 Hectares Supported – 7,281 Sales – \$1.0 mil Jobs – 3,630
		67 Activities	Formulation & contracting of AD Activities					Families – 6,564 Hectares Supported – 11,334 Sales – \$1.6 mil Jobs – 7,284
			Implementation					
Group 2	32 Municipalities Narino (6), Putumayo (7), Tolima (7), Huila (5), Bolívar (2), Santander (3), and Antioquia (2)	71 Activities	Formulation of AD Activities					Families – 10,564 Hectares Supported – 18,267 Sales – \$.8 mil Jobs – 6,046
			Approval & Contracting					
			Implementation					
Group 3	7 Municipalities Cesar (3), Antioquia (3), and Cordoba (1)	14 Activities	Formulation of AD Activities					Families – 2,100 Hectares Supported – 6,300 Sales – \$0 Jobs – 2,090
			Approval & Contracting					
			Implementation					
<b>69 Municipalities</b>		<b>177 Productive Activities</b>	<b>TOTALS:</b>	<b>Families Benefited– 23,057 Hectares Supported – 43,182 Sales Generated – \$3.4 mil Jobs Created – 19,050</b>				

During the PY2, ADAM plans to formulate 177 productive activities in 69 municipalities. The chart above summarizes the plan of the AD Component during 2007 by dividing the 69 municipalities into the following three groups: 1) the 30 ADAM Municipal Initiatives presented during PY1, 2) the 32 initiatives planned first in PY2 where initial diagnosis has been completed, and 3) the final 7 initiatives that require more intense dialogue.

Group 1: These are the municipalities whose Municipal Initiatives were presented to USAID in 2006, and whose activities are currently being formulated and contracted. The focus during the first quarter will be on completing technical design and contracting.

Key Targets for the Group 1 of 30 Municipalities

- 10,393 Families Benefited
- 18,615 Hectares Supported

Group 2: These municipalities have had initial stages of contact and diagnosis from ADAM and require more intense technical definition and negotiation for the completion of ADAM Municipal Initiatives, which will be presented in the new format. The target is to have agreements ready for implementation by April.

### Key Targets for Group 2 of 32 Municipalities

- 10,564 Families Benefited
- 18,267 Hectares Supported

**Group 3:** These municipalities have not had significant interaction or diagnosis from the ADAM team. This makes them somewhat more difficult to predict, but the projection is to have the new format municipal initiatives, with complete activity design, prepared by May.

### Key Targets for Group 3 of 7 Municipalities

- 2,100 Families Benefited
- 6,300 Hectares Supported

Within the three groups, timelines are provided for the various groups of activities. Annex B provides detailed projections of AD activities by municipality of families benefited by quarter and projections for hectares supported, jobs created, and sales generated in 2007. Total projected results in 2007 for the 177 activities (see the bottom of Table 16) include: 23,057 families benefited, 43,182 hectares supported, \$3.4 million in sales generated, and 19,050 jobs created.

## ii. Process to Formulate and Implement Productive Activities

The AD Component uses the following process to formulate and implement productive activities.

**Table 17: Productive Activity Process**

PHASES	PRODUCTIVE ACTIVITY PROCESS
<b>Consensus-Building Phase</b>	<b>Consensus-Building</b>
	Identification of alternative productive activities and nucleus
	Identification of producers' organizations
	Identification of potential marketing agreements / buyers
	Identification of the existing productive value chain
<b>Structuring Phase</b>	<b>Structuring the Productive Activity</b>
	Final selection of beneficiaries
	Final selection of the productive nucleus
	<b>Formulation</b>
	Complete technical documentation and presentation of productive activity
	<b>Presentation</b>
	Present productive activity to ADAM senior management
	Final adjustments of the productive activity
	Submission to USAID
<b>Implementation and Project Monitoring Phase</b>	<b>Activity Set-Up</b>
	Contract signed with the implementer
	Regional Technical Committee formed
	ADAM's illicit crop verification process
	Zero coca agreements signed
	<b>Implementation of the Productive Activity</b>
	Physical and Financial Implementation (activities in field, technical assistance and training, establishment of crops)
	Monitoring the technical assistance work plan
	Monitoring environmental compliance
	Monitoring the producers' organization work plan
	Follow-up on the implementation of a business plan and the incorporation of financial services

	Follow-up on the project's inclusion in the value chain
	Leverage private sector recourses and additional counterpart funds
	<b>Management of the Productive Activity</b>
	Ensure timely reporting
	Ensure activity results are inputted into the SIMA (M&E) system

The process to formulate and implement an ADAM productive activity is composed of three phases. Depending on the activity or crop, the duration of the productive activity process varies dramatically, especially the implementation and project monitoring phase. The process for blueberries could be as short as six months, while rubber could take as long as three years. The first step is consensus-building phase where the regional offices, in coordination with Bogotá staff, identify regional partners and finalize necessary agreements. Reaching agreements for each activity is a key step, in terms of identifying various productive lines, finalizing commercial agreements, and assessing which producer organizations in the area are capable of developing the activity. In this stage, agreements are reached with the different regional, national, and local companies that will be jointly responsible for supporting and financing the different activities.

The second phase of structuring productive activities is based on the final identification of the productive nuclei. At this time, the productive nuclei, beneficiaries, and the potential implementer are selected. After completing this phase, the technical document on the productive activity is drafted at a regional level, with the support of the national team. It is important to note that the technical documents are drafted based on the *instructivo* and additional guidance provided by the Bogotá staff. After the project technical document is drafted, it is presented to ADAM senior management for approval. If the committee has suggestions or alterations, they will be added to the activity package before it is submitted to USAID for approval.

The third phase of implementation begins with the signature of the contract with the implementer of the productive activity and the formation of a regional technical committee to oversee technical decisions. Finally, the AD Component will give the necessary support so that the technical, commercial, producer groups, and financial services technical departments can effectively conduct their work and oversee the implementation of the project.

It is important to note that the different activities include similar technical assistance and extension methods. In these cases, ADAM staff will apply similar methods to multiple beneficiaries. In these instances, the following guidelines will be taken into consideration:

- To complete a initial diagnosis of potential technical assistance and technology services to ensure that the most appropriate institutional arrangements are made before rendering the service (CPGA, EPSAGROS, and UMATAs).
- To include support mechanisms and resources for technical assistance (training for the technical personnel of BPAs), supply of planting material, other supplies, etc.
- To hire technical personnel from the region to ensure that gained knowledge remains in the region and the sustainability of ADAM activities. To consider a training mechanism within the project for technical personnel of the zone.
- To promote the creation of a local-market technological services (service-rendering companies).
- To establish criteria in the provision and payment of service and encourage producer organization to reserve funds for payment of these services once ADAM withdraws from the region.
- To promote the concept that community-based organizations will assume the management of a project's technical components.

- For promising crops, trial plots will be established to verify the viability and demand of the product in the region.

Productive activities include an environmental review and monitoring process to guarantee that all projects follow the application of environmental regulations mandated by USAID. The AD Component in Bogotá is ultimately responsible for the management of each productive activity, including the timely submission of reports and results in ADAM's SIMA M&E system.

Marketing activities for productive activities will focus on structuring and formalizing general agreements with agro-industries, supermarkets, and international distributors interested in ADAM products. Specific examples include supporting *Forestal Cauca, S.A.* (timber) in its marketing initiatives and assisting *Agroamazonía, S.A.* (hearts of palm) and *Condimentos Putumayo S.A.* (black pepper) in stabilizing their marketing operations and analyzing potential international markets.

ADAM's activities with producer groups will consist of carrying out additional ICO assessments, participatory planning workshops and exercises, and formulating strengthening plans with producer associations in ADAM municipalities targeted for PY2. In addition, ADAM staff will work on implementing organizational strengthening plans for producer associations that already have baselines.

Two examples of the productive activity processes (Cuaspud, Nariño and Simití, Bolívar) are provided later in the work plan.

## **E. LOCAL GOVERNANCE ACTIVITIES**

### **i. Formulation and Implementation Plans**

After focusing on program start-up and the formulation of ADAM Municipal Initiatives during the first program year, ADAM's LG component will begin implementing activities during PY2. ADAM will focus LG activities in the 30 municipalities approved by USAID during PY1. The LG Component plans to implement the vast majority of their activities during the first half of 2007 due to the upcoming elections in October 2007.

During the second half of 2007, the attention of municipalities and departments throughout Colombia will be on the campaigns and elections of new mayor and governors. Until October 2007, the political environment at the local and regional level will be uncertain and possibly restrict the overall effectiveness of ADAM local governance activities.

In the months prior to the elections, ADAM anticipates that it will be difficult to reach agreement with mayors and municipal councils leaving office. Also, it will be very difficult for mayors to assign counterpart funds to any activities given the turnover from one electoral period to the next. Finally, municipal administrations have specific restrictions on contracting during the months preceding elections.

Therefore, ADAM's strategy with regard to LG activities during 2007 is the following: 1) begin implementation in 30 municipalities during the first two quarters of PY2, 2) emphasize LG activities that are not politically sensitive, such as work with social organizations and technical assistance in finance and revenues, 3) support the general election process and dialogue between candidates, 4) after the elections in November and December, provide technical assistance to aid the transition between old and new administrations (for example, developing a new budget to reflect changing priorities of the new administration and to ideally include ADAM's assessment), and 5) develop work plans to support local governments during the first half of 2008 in their processes to formulate and gain approval of regional and municipal development plans. Further detail on ADAM's strategy during the elections is provided in Annex E.

Similar to the plan for productive activities, the following chart divides the 69 municipalities into the following three groups: 17 ADAM Municipal Initiatives approved through Q3 of PY1, the 13

initiatives submitted during Q4 of PY1, and the 39 initiatives planned for PY2. Within the three groups, timelines are provided for the various groups of local governance activities.

**Table 18: 2007 Plan for Local Governance Activities**

Municipalities		Status	Q1	Q2	Q3	Q4	Projected Results <sup>10</sup>
Group 1	17 ADAM Municipalities: Antioquia (3), Bolívar (2), Cauca (4), Nariño (4), Huila (3), Cordoba (1)	Implementation *					10 sustainable departmental or municipal public service providers;  2 sustainable municipal associations; and  5 municipalities with increased revenues by 50%
	13 ADAM Municipalities: Santander (3) and Cauca (10)	Approval & Contracting					
		Implementation *					
Group 2	32 ADAM Municipalities: Narino (6), Putumayo (7), Tolima (7), Huila (5), Bolívar (2), Santander (3), and Antioquia (2)	Formulation of LG Activities					
		Approval & Contracting					
		Implementation *					
Group 3	7 ADAM Municipalities: Cesar (3), Antioquia (3), and Cordoba (1)	Formulation of LG Activities					
		Approval & Contracting					
		Implementation *					

Elections 2008 –2011

\* Implementation in Q3 & Q4 of PY2 Pending Local Elections in October 2007

Only 5 indicators out of the 21 contractual indicators directly reflect the activities done under the Local Governance Component<sup>11</sup>. Therefore, the M&E team in a collaborative effort with the technical departments constructed a set of additional 18 indicators to evaluate the performance and results of LG related activities. These indicators will be tracked in the ADAM M&E system (SIMA) and results will be reported. However, it is important to highlight that these indicators are NOT part of ADAM's set of contractual indicators. The following table provides the list of indicators with the expected goals for 2007, as well as the overall 2010 projected goal.

<sup>10</sup> Projections for the indicator on the number of sustainable CPGAs for 2007 is not provided as ADAM and USAID are developing a strategy to work with CPGAs.

<sup>11</sup> The five indicators include: 1) number of strengthened municipalities; 2) number of sustainable departmental cooperative administration enterprises or municipal public service providers; 3) number of sustainable CPGAs; 4) number of sustainable municipal associations; and 5) number of municipalities with increased revenues from property taxes by 50%. The LAPOP indicators may be affected by local governance activities but as indicated in a prior footnote, ADAM does not have control over the gathering of these indicators.

**Table 19: Additional Local Governance Indicators**

Indicators related to Local Governance Activities (Organized by LG Component)	Goal through PY2	Cumulative Goal through 2010
<b>Public Services</b>		
1. No. of municipalities whose rural population adopts best practices in hygiene and basic sanitation in at least one <i>vereda</i> .	10	25
<b>Municipal Finance and Revenue / Municipal Management / Public Information</b>		
2. No. of municipalities with <i>Carrera Administrativa</i> implemented	0	10
3. No. of municipalities with transparent processes in place.	2	10
4. No. of municipalities with regulated public contracting procedures	2	10
5. No. of municipalities with strengthened community radio stations	25	50
<b>Institutional Development</b>		
6. No. of municipal associations institutionally strengthened	2	2
7. No. of municipalities with strengthened <i>Juntas de Acción Comunal</i>	8	45
8. No. of municipal councils strengthened	58	250
9. Number of municipal councils with political control systems in place	58	50
<b>Municipal Planning</b>		
10. No. of municipalities with alternative development processes included in the municipal planning system	0	70% of targeted municipalities
11. No. of municipalities with rural communities included in the municipal planning spaces	0	70% of targeted municipalities
12. No. of municipalities with participatory planning spaces with a rural focus formed	8 municipalities	70% of targeted municipalities
13. No. of municipalities with municipal planning offices strengthened in the areas of rural and alternative development planning	8 municipalities	70% of targeted municipalities
<b>Citizen Participation and Vulnerable Groups</b>		
14. No. of vulnerable population' networks and/or groups strengthened	6	15
15. No. of active Afro-Colombian, Indigenous, women, or youth citizen participation spaces established and/or strengthened.	6	20
16. No. of vulnerable groups' organizations tied in to the value chain of ADAM's productive activities	3	8
17. No. of <i>cabildos indígenas</i> or <i>consejos comunitarios</i> strengthened	4	8
<b>Citizen Security, Convivencia, and Culture</b>		
18. No. of municipalities with <i>Planes de Cultura, Convivencia o Seguridad Ciudadana</i> formulated and implemented	58	60

## ii. Portfolio of Local Governance Activities

ADAM's LG Component oversees all activities to strengthen municipal institutions and organizations to guarantee the sustainability of alternative development activities. LG aims to improve three areas in each targeted municipality: Institutional Development (Finances and Revenue, Administrative Structure, Planning and Organization), Goods and Services (Infrastructure and Public Services), and Citizen Participation and Social Inclusion. To address these areas in each municipality, the LG component is organized by seven operational components: 1) Municipal Finances and Revenue, 2) Municipal Planning, 3) Institutional Development, 4) Public Services, 5) Citizen Participation and Vulnerable Groups, 6) Municipal Councils, and 7) Citizen Security, *Convivencia*, and Culture.

Each component consists of a portfolio of potential activities for a municipality. Specific activities for a municipality depend on a needs assessment and collaborative dialogue between ADAM and the municipality. To determine specific LG activities for a municipality, ADAM meets with municipal organizations, producer associations, local officials, citizens and representatives of ADAM to identify and formulate a work plan. Local and regional development plans, land use plans, development studies, statistics are considered during this evaluation period. ADAM regional staff works closely with local officials to formulate LG activities based on local needs and ADAM capabilities. Finally, all parties have to come to an agreement on the level of effort and timing of each activity.

The following section presents the portfolio of activities for each of LG's seven components. Depending on the assessment made by ADAM staff, one municipality might not require any activities in a particular component, while another might require all activities.

## MUNICIPAL FINANCES AND REVENUE COMPONENT

The Municipal Finances and Revenue Component will strengthen municipal financial and fiscal capacities of targeted municipalities so they can carry out their responsibilities and obligations. Specifically, municipalities have the responsibility of offering and rendering goods and services to citizens, within the framework of the constitution and the law. To that effect, ADAM will help municipalities improve their revenues, especially tax incomes, to diminish their dependence on national-level transfers; the quality and transparency of the local expenses allocation, and the efficiency of the processes of municipal administration.

Portfolio of Objectives - Municipal Finances and Revenue
1. CREATE LOCAL TAX CAPABILITIES
2. IMPROVE FINANCIAL MANAGEMENT
3. ACHIEVE FISCAL SOUNDNESS
4. STRENGTHEN ORGANIZATIONAL STRUCTURES

**1. Create Local Tax Capabilities:** The objective of this assistance package is to create internal capacities in municipal administration in order to establish, register, collect, and control taxes. Specifically, ADAM will support the updating of databases and municipal rural cadastres, the identification of taxpayers that are obliged to contribute to the municipality, the preparation of regulations and tools for tax management (*códigos de renta*) and technical assistance to correctly apply these regulations and tools.

**2. Improve Financial Management:** The objective is to support the municipal administration in the application of concrete instruments to increase the collection of taxes. Specifically, ADAM will assist the municipality in developing procedures and process manuals, tailored to the local conditions of the municipality, to improve the administration and management of tax collection; to increase the tax base by reappraising properties; to support land titling processes, and to provide specialized support to entities in tax management matters.

**3. Achieve Fiscal Soundness:** The objective of this package is to review the municipal regulations related to fiscal and financial planning, operational expenses limits, transfers, management of the investment resources, rehabilitation of assets and liabilities, and the general financial processes of the municipal administration. This includes financial planning, the preparation of annual instruments of financial management, accounting write-offs, and the implementation of the financial information system that supports the preparation of reports to national control entities and evaluations by the National Comptroller's Office.

**4. Strengthen Organizational Structures:** ADAM will support municipal government's efforts to modernize their institutional structures to become more efficient in administrative management; in the provision of public goods and services; in the recruitment of the personnel under the terms mandated by the public officials employment regulations (*carrera administrativa*); and in the implementation of internal control mechanisms. The measures ADAM proposes are temporary until new local governments take office in 2008 and redefine their priorities.

To achieve these objectives, the ADAM Finance and Revenue team has developed a methodology, *Municipio ADAM Participativo, Licito, Eficiente y Sostenible* (MAPLES). MAPLES is implemented in accordance with the legal parameters for public management laid out by the *Vicepresidencia de la República, el Departamento Nacional de Planeación, el Ministerio de Hacienda, el Instituto Geográfico Agustín Codazzi, la Contaduría General de la República, y las Contralorías Nacional y Departamentales*. The methodology begins with an assessment of the municipality's capacity in finance and rent. This is a standard part of the ADAM Municipal Initiative formulation process. As a result of the

findings from the assessment, a technical assistance package is designed to target the weaknesses in the four areas described above. The technical assistance package will be implemented alongside other ADAM activities in the municipality. The technical assistance is linked with the ADAM's overall initiative in the municipality as it ensures that ADAM program becomes part of its municipal management and financial plan. These assessments have been carried out in 20 of the ADAM Municipalities approved in PYI and the technical assistance will begin in Q5.

## **ADAM SUCCESS STORY**

### **Hearts of Palm – AGROAMAZONÍA S.A.**

*Agroamazonía, S.A.* is a public-limited company, where 45% of its stock distribution belongs to local producers' associations. Agroamazonía has an agro-transformation plant for 3 production lines: hearts of palm, bottled water, and organic fertilizer. The plant has 32 employees, including the administrative, operations, and technical teams. Prior to ADAM, the company was supported by different initiatives of the GoC's alternative development strategy and USAID. When ADAM first began to assess *Agroamazonía* in 2005, the company lacked senior management, required working capital to purchase seeds to grow hearts of palm, and needed to reevaluate its marketing agreements and restructure communication channels with its producer associations.

Over the past year, ADAM has improved the operations of *Agroamazonía* by recruiting a General Manager, finalizing marketing agreements, providing working capital to acquire raw materials, transforming methods and processes to improve packaging, presentation, and transport of products, and strengthening relationships with Carrefour, Exito, Carulla and other national and international supermarkets. ADAM will support the expansion of the hearts of palm cultivation area from 350 to 1,000 hectares. The following are specific results to date regarding ADAM's *Agroamazonía* activity.

### **RESULTS**

- *Agroamazonía S.A.* won the National Prize for Business Innovation (“*Premio Nacional a la Innovación Empresarial*”), from Carrefour and Fedesarrollo, in the category of Promoting Development and Culture in a Specific Region of Colombia (“*Promoción del Desarrollo and la Cultura de una Región del País*”).
- Improved commercial terms with Carrefour, including a revised 30-day payment process.
- Planned export of two containers of hearts of palm to Carrefour, France in 2007.
- Improved internal accounting methods hastened to payment time to farmers of raw materials.
- Renewed trust and credibility of *Agroamazonía*.
- Created a Quality Control Division.
- Additional activity in formulation to establish 200 hectares of chontaduro.

## **CITIZENS PARTICIPATION AND VULNERABLE GROUPS COMPONENT**

The objective of this component is to promote the participation of communities and vulnerable populations (Afro-Colombians, indigenous groups, women and youth, in particular) in program activities and sustain alternative development activities promoted by the ADAM Program that benefit these populations. When possible, ADAM involves vulnerable groups in all areas of areas of ADAM interventions including Local Government activities, Productive activities as well and Social and Productive Infrastructure projects. This approach is designed to promote social mobilization of all social, political-institutional, productive, and/or community sectors involved in ADAM.

Real and active participation takes place at different levels, based on exchanges that strengthen communal relations. The participatory process allows people to take part in building communities

and to sustain democratic means, municipal governance, and economic, social, and political development. Some of the communal activities that make this possible are information and communication and consultation processes, decision making scenarios, and social oversight, among others.

<b>Portfolio - Citizens Participation and Vulnerable Groups</b>
1. COMPLETE A MUNICIPAL, SOCIAL MAP
2. STRENGTHEN ORGANIZATIONS OF VULNERABLE GROUPS
3. PROMOTE THE INCLUSION OF VULNERABLE GROUPS
4. STRENGTHEN PROCESSES TO IMPROVE CITIZEN PARTICIPATION
5. IMPROVE COMMUNITY COMMUNICATION PROCESSES

**1. Complete a Municipal, Social Assessment and Map:** ADAM will carry out an assessment to determine the social conditions of beneficiary municipalities. This diagnosis will help the program determine the status of vulnerable populations that exist in the municipality, where are they located, and if they have formed organizations that take part in municipal management or economic development activities. Though All ADAM Initiatives are centered around Citizen Participation, their strategies for involving vulnerable groups will vary from one Municipality to the next according to needs and opportunities identified.

## **2. Strengthen Organizations of Vulnerable Groups:**

**Strengthen Women Organizations/Networks:** ADAM will promote the active participation of women and their organizations in the local and regional development by providing training in women’s rights and promoting women’s interests and needs in municipal development plans. In addition, ADAM will support greater awareness of women’s organizations and networks and promote the inclusion of women in local decision making. For example:

- Support the Northern Cauca Women’s Network so that it continues with the creation of women citizens’ councils in municipalities where the Network’s presence is weak.
- Integration of the Women Afropatians Network with the Northern Cauca Women’s Network so that the latter transfers its experience (cross-training) to the women of Patia and through this learning process achieves consolidation.
- Strengthening of women’s organizations in Antioquia in Bajo Cauca and Urabá in coordination with the Government Secretary of Gender Equity. Specifically, assistance will be provided to design strategic development plans and to facilitate arenas for women’s organizations to negotiate with local administrations and other entities.

**Strengthen Youth Organizations/Networks:** ADAM will support the consolidation of young people as individuals and social actors capable of reinforcing processes of political and democratic participation to impact the economic and productive development of their municipalities and to generate conditions that guarantee their inclusion in ADAM activities. Specifically, ADAM will support the strengthening of youth organization processes, promote the creation of youth councils, networks, and movements, strengthen youth cultural and ethnic identities, and contribute to youth community communication processes. For example:

- Support the Center for Youth Thinking (Development and Peace Program of Magdalena Medio) for the formation and stimulation of youth politics for the young people involved in ADAM Initiatives in San Pablo and Simití.

- Support the consolidation of the Youth Councils (legal arena for interchange between youths and the state) in Iles and Potosí. This is done in association with Colombian Youth and the Nariño Government.

**Strengthen Afro-Colombian Population Organizations/Networks:** ADAM will support the participation of the Afro-Colombian community in political, economic, and social contexts, by promoting special legislation for this population and the development of competences by the corresponding authorities. Specifically, ADAM will support the political-organizational strengthening of Community Councils and grassroots organizations for the development of their autonomy and sustainability, their effective inclusion in ADAM productive projects, local planning, and decision making. For Example:

- In Tumaco, ADAM is supporting the formulation of the Community Councils' internal regulations for the development of productive activities, governance, and competencies for control of territories.
- Provide a capacity building grant for AMUNAFRO to carry out its mission to strengthen municipal governments with afro-descendent population. Specifically, the grant will strengthen administrative and financial management capacity of the organization, improve support provided to member municipalities, and promote Afro-Colombian legislative issues nationally and internationally.
- Work with *Unidad de Organizaciones Afro-Caucanos'* (UOAFROC) to build the capacity of *Consejos Comunitarios*, especially in Patia by providing assistance to develop environmental plans.
- Coordinate with the *Asociación de Municipios del Norte de Cauca* (AMUNORCA) to improve public administrative management and promote greater citizen participation of marginalized groups including Afro-Colombians.

**Strengthen Indigenous Population Organizations/Networks:** ADAM will support organizational strengthening processes of *cabildos* and indigenous associations by assisting in the formulation and implementation of development plans (*planes de vida*); promoting dialogue between local governments and indigenous governments, and promoting cultural recognition of ethnic rights. Differential treatment will be given to indigenous youth and women's groups. For example:

- The Pasto Mueses reservation, Municipality of Potosí, is part of one of the eight milk producing organizations included in ADAM. Because of its ethno-territorial status, the activity has reserved resources for the institutional strengthening of the Tribal Council. Specifically, efforts are being made to support the administration, consolidation of governance and of mechanisms of territorial control, in such a way as to preserve the elements of cultural and environmental identity necessary for the protection of this ethnic group. This effort is similar to the institutional strengthening processes that are being conducted simultaneously with the Tribal Council associations of Pasto throughout Obando Province where ADAM is working.

**3. Promote the Inclusion of Vulnerable Groups:** ADAM will seek the inclusion of vulnerable groups in ADAM projects by sponsoring activities to improve productive capacities that target vulnerable populations. The program will support entrepreneurial and self-employment options that aim to improve groups' and individual income levels, as well as opportunities for those people already part of the value chain. ADAM will also promote the inclusion of vulnerable groups as qualified and semi-qualified workers in infrastructure projects. The program will also work with municipal administrations to help incorporate vulnerable groups' perspective in plans, programs, and projects; this will enable municipal governments to give differential treatment to Afro-Colombian and indigenous groups, as well as women and youth.

**4. Strengthen Processes to Improve Citizen Participation:** ADAM will endorse individual and collective participation in public and private decision making scenarios, oversight, and civic audit processes that affect individuals politically, economically, socially, and environmentally. Only through full and open participation, will citizens be able to fully develop and make part of a collective body. ADAM efforts promote citizen participation by working directly with *Juntas de Acción Comunes*, (JACs), City Councils, Citizen Security Committees, Public Services Committees, and Producer Groups. For example, all SIF activities are supervised by local oversight committees and executed through grants awarded directly to JACs.

**5. Improve Community Communication Processes:** ADAM will support training processes to improve communication and facilitate the formation of community communication networks. ADAM will offer necessary technical assistance to producers groups, associations, and businesses to improve organizational communication. In addition, ADAM will organize and participate in development planning, public accountability sessions, and participatory budgets.

## PUBLIC SERVICES COMPONENT

ADAM's Public Services Component is focused on increasing and improving the delivery of municipal public services, as defined by public policy and methodologies of MAVDT. ADAM begins by identifying weaknesses in municipal public service provision and then analyzing the inherent causes of the problems identified. Next, ADAM formulates Municipal Initiatives to address these weaknesses with local governments and communities. Potential actions in this component are described below:

Portfolio - Public Services
1. STRENGTHEN URBAN AND RURAL PUBLIC SERVICES PROVIDERS
2. CREATE COMMUNITY PUBLIC SERVICES PROVIDERS
3. IMPLEMENT WATER CONSERVATION PROGRAMS ( <i>Cultura del Agua</i> )
4. SUPPORT DEPARTMENT-LEVEL WATER PROGRAMS
5. FORMULATE PARTICIPATIVE POTABLE WATER AND BASIC SANIATION PROJECTS

**1. Strengthen Urban and Rural Public Services Providers:** In those municipalities where there are no existing community public services companies, ADAM will provide training and technical assistance to the entities currently delivering the public services and encourage them to adjust their processes to reflect existing legal regulations and improve their management practices in administrative, financial, commercial (costs and prices), institutional, technical (studies of non measured water and losses), and operational (sewage and water networks) areas.

**2. Create Community Public Services Providers:** ADAM will support the creation of community public services providers in municipalities where community-based organizations and municipal administrations share the responsibility of delivering public services. Community public services providers are structured to ensure their medium and long-term sustainability as well as their administrative autonomy. Financial resources for these entities are secured from national-level transfers (*Sistema General de Participaciones*).

**3. Implement Water Conservation Programs:** In some municipalities, ADAM will implement water conservation programs. ADAM will include the local community in safeguarding water resources, using water in an efficient manner, and taking an active role in public services-related matters. The program would include actions related to the establishment of water meters (*macro y micro medición*), collection of service charges, educational campaigns in hygiene practices, and constitution of public services' oversight committees.

**4. Support Department-Level Water Programs:** ADAM will support the formulation of department-level Water Programs, the Vice-Ministry of Water and Sanitation of the MEHTD, and the development of rural sanitation services inventory. Assistance will be prioritized based on

ADAM targeted municipalities and will promote regional operational mechanisms to help guarantee the sustainability of technical assistance and training actions.

**5. Formulate Participative Potable Water and Basic Sanitation Projects:** ADAM will support the formulation of water and basic sanitation projects with appropriate and sustainable technologies, which comply with the requirements demanded by the MEHTD and technical regulations.

## INSTITUTIONAL DEVELOPMENT COMPONENT

ADAM's Institutional Development Component contributes to the establishment of a sustainable and participatory alternative development model that can improve the quality of life and economic opportunities of the marginalized sectors of society, the rejection of illicit crops, the promotion of local governance and institutions, and the training and equipping of social and community-based organizations in leadership and management capacities.

Portfolio - Institutional Development
1. STRENGTHEN COMMUNITY RADIO STATIONS
2. STRENGTHEN MUNICIPAL ASSOCIATIONS
3. IMPROVE MANAGEMENT CAPABILITIES IN VEREDAS
4. IMPROVE MUNICIPAL COORDINATION
5. STRENGTHEN <i>JUNTAS DE ACCION COMUNAL</i> AND THEIR NETWORKS
6. STRENGTHEN <i>CENTROS PROVINCIALES DE GESTION AGROEMPRESARIAL</i>

**1. Strengthen Community Radio Stations:** ADAM will aim to consolidate opinion radio time slots (*franjás de opinión*) in forty community radio stations to foster analysis, reflections, and debates on themes of public interest. The participation of different social sectors will be promoted, especially the rural and youth sectors. Formation and research processes will be promoted to strengthen the actual radio programs and the technical organizational processes of community radio stations.

**2. Strengthen Municipal Associations:** ADAM will provide technical assistance to four municipal associations in the areas of inter-institutional coordination, planning, project formulation, and resources management.

**3. Improve Management Capabilities in Veredas:** ADAM will support the institutional strengthening of *veredas* by providing training and technical assistance in the formulation of *vereda* development plans (*plan veredal*) and improving the *vereda's* capabilities in territorial planning.

**4. Improve Municipal Coordination:** ADAM will provide public entities and municipal public officials' tools to better communicate and coordinate with local communities by supporting *mesas de concertación* and promoting the management of national programs in accordance with the government priorities (improving SISBEN databases, socioeconomic stratification, education programs, departmental and municipal constituent processes, etc.).

**5. Strengthen JACs and their networks:** ADAM will strengthen the management capacities of *Juntas de Acción Comunal* as project implementers and leaders of development processes in their communities. ADAM will support three key areas: (1) technical assistance for the formulation of their internal organizational strengthening plan, (2) consolidation of internal structure and project formulation capacities, and (3) the conformation of networks of JACs to increase their influence beyond the *vereda*-level.

**6. Strengthen CPGAs:** ADAM will strengthen existing CPGAs to allow them to become key institutional actors at the regional level, be involved in the implementation of ADAM projects, and be able to support the sustainability of the productive development initiatives.

## MUNICIPAL PLANNING COMPONENT

The objective of the Municipal Planning Component is to support the reinforcement of a systemic planning process to improve municipal entities in their administrative, fiscal, and financial functions. In this regard, ADAM supports actions in the following thematic areas:

Portfolio – Municipal Planning
1. FORMULATE/UPDATE MUNICIPAL DEVELOPMENT PLANS
2. FORMULATE/UPDATE LAND USE PLANS
3. FORMULATE/UPDATE MUNICIPAL AGRICULTURAL PLANS
4. STRENGTHEN THE MUNICIPAL PLANNING SYSTEM

**1. Formulate/Update Municipal Development Plans:** ADAM will support the formulation or update of municipal development plans with the strategic purpose of including specific chapters on rural development and alternative development. ADAM will specifically support citizen participation processes and the inclusion of vulnerable groups.

**2. Formulate/Update Land Use Plans:** ADAM will support the formulation or update of several development plans, such as partial plans, zone plans, sectorial plans, and agricultural plans (*Planes Parciales, Planes Zonales, Planes Sectoriales, Plan Agropecuario Municipal*).

**3. Formulate/Update Municipal Agricultural Plans (PAM):** ADAM will support consensus building, planning, control, and monitoring processes of Municipal Agricultural Plans that enable municipal administrations to have a basic understanding of the management of productive activities as well as the agricultural policies and programs.

**4. Strengthen the Municipal Planning System:** ADAM will support the operation of the municipal planning system, where applicable, to make more efficient and effective the provision of public goods and services. ADAM will support the strengthening of basic functions of the municipal planning office, advocate for participatory decision making, the formulation of territorial development plans, the elaboration of budgets-by-results exercises, and public accountability sessions.

## MUNICIPAL COUNCILS COMPONENT

The objective of the Municipal Councils Component is to improve the capacity of municipal councils to exercise political control and effectively manage public resources. ADAM aims to increase the community's voice in local decision making by working with community elected officials on local policy and budget matters.

Portfolio – Municipal Councils
1. ASSESS MUNICIPAL COUNCIL
2. UTILIZE VIERNES DEL CONCEJAL TO PROVIDE TRAINING PROGRAMS
3. ORGANIZE INTERNSHIP PROGRAM
4. STRENGTHEN FENACON

**1. Assess Municipal Council:** ADAM will assess the capabilities of the Municipal Council in each of the targeted ADAM municipalities.

**2. Utilize Viernes del Concejal to Provide Training Programs:** ADAM will provide training to municipal councils on different topics of interest, such as political control, managing public resources, or improving public services. In 2007 ADAM will support the Viernes del Concejal initiative in all national locations. However, beginning in 2008 support provided will only include ADAM municipalities. Sustainability of this initiative will be guaranteed as national resources are secured. Both the Ministry of Interior and the ESAP will start including the *Viernes del Concejal* in the *Banco de Proyectos de Inversión Nacional (BPIN)* to apply for funding from

national-level budget. ADAM will also support the municipal councils in the upcoming local elections by promoting venues of debate and discussion about local policy issues.

**3. Organize Internship Program:** ADAM will support a university internship program for certain municipalities in coordination with ESAP. Interns will be selected to participate in municipal council programs, fulfill local needs in public services or finances expertise, and support the *Viernes del Concejal* program.

**4. Strengthen FENACON:** ADAM will continue to work with FENACON in the areas of legislation, legal, financial, and human rights. In certain municipalities, ADAM will contract advisors in these specific areas.

## CITIZEN SECURITY, CULTURE, AND CONVIVENCIA COMPONENT

The objective of the Citizen Security, Culture, and *Convivencia* Component is to improve overall awareness of these issues among local authorities and communities and start incorporating these issues within municipal government plans so that it is not an isolated Police strategy but a combined effort. Also, this component seeks to strengthen security information systems at the local level, support local initiatives of coexistence and construct public policies related to these issues with the active participation of citizenry.

Portfolio – Citizen Security, Culture, and <i>Convivencia</i>
1. FORMULATE MUNICIPAL SECURITY PLANS
2. SUPPORT CITIZEN SECURITY INFORMATION AND MONITORING SYSTEMS
3. TRAIN REGIONAL COORDINATORS
4. DEVELOP INITIATIVES IN <i>CONVIVENCIA</i>

**1. Formulate Municipal Security Plans:** ADAM will assess the security situation in targeted municipalities and complete an institutional map. ADAM will assist in verifying statistics on crimes and develop short and medium-term work plans with local authorities on future activities and priorities. ADAM will facilitate the involvement of local officials, including the mayor, in formulating a Citizen Security, Culture, and *Convivencia* Plan.

**2. Support Citizen Security Information and Monitoring Systems:** ADAM will first assess the needs of information-producing institutions in targeted municipalities. Next, ADAM will formulate activities to strengthen these organizations and improve information systems regarding criminal activity and violence monitoring. If necessary, ADAM will provide training in the use of new systems.

**3. Train Regional Coordinators:** The citizen security, culture and *convivencia* component is implemented with the support of a regional consultant acting as liaison between ADAM, the Secure Municipalities and Departments Program, and the respective Departmental Government. Having this coordinator is part of the *Colombianizacion* effort as he will help orient, and strengthen the implementation of security, culture and *convivencia* policies at the departmental and municipal level. These coordinators will be trained to better advice local communities and local authorities on the design and implementation citizen security, culture, and *convivencia* themes.

**4. Develop Initiatives in *Convivencia*:** ADAM will promote local discussions regarding *convivencia*, including spaces with JACs and local committees. A especial effort will made at the vereda level to develop and implement *convivencia* initiatives with the input of local community. These *vereda* initiatives will be formulated and coordinated within the context of ADAM's municipal strategies.

This process will involve mayor and municipal council candidates and will seek to promote regional and municipal forums that foment security, culture, and communal living initiatives in the candidates' governance agendas and in development plans, starting in 2008.

### iii. Local Governance Activity Process

Each of the LG components will be coordinated through the ADAM Municipal Initiative and by a three-phase process: Consensus-Building, Structuring, and Implementation. Once the location of the productive nuclei is identified, LG will coordinate the actions of each component with the actions of the GoC through its committees.

**Table 20: Local Governance Activity Process**

PHASES	LG ACTIVITY PROCESS
<b>Consensus-Building Phase</b>	<b>Consensus-Building</b>
	Identification and characterization of productive nuclei and <i>veredas</i>
	Research of secondary sources (land use plans, municipal development plan, municipal budgets, etc.)
	Obtaining political buy-in from municipal administrations and municipal councils
	Finalizing agreements with departmental and national entities
<b>Structuring Phase</b>	<b>Structuring the LG Activity</b>
	Initial assessment of context (baseline information, maps, chronograms, and basic steps)
	Considering activities within each of the seven LG components
	Coordinating actions with the AD Division
	<b>Formulation</b>
	Complete technical documentation and presentation of LG Activities
	<b>Presentation</b>
	Brief ADAM senior management
	Final adjustments
Submission to USAID	
<b>Implementation and Monitoring Phase</b>	<b>Activity Set-up</b>
	Draft terms of reference for each of the components of the activity
	Contracting phase (in agreement with grants and contracts rules and procedures)
	<b>Implementation &amp; Management</b>
	Regional coordination
	Introducing monitoring and evaluation processes in agreement with ADAM's M&E team.

## F. SOCIAL INFRASTRUCTURE ACTIVITIES (INCLUDING SIF/IDP)

### i. Formulation and Implementation Plans

During PY2, ADAM plans to formulate and implement 52 social and productive infrastructure activities in the 30 ADAM municipalities approved in 2006 (Group I Municipalities). The SIF/ADAM infrastructure activities planned for PY2 are divided into two groups, the 17 ADAM Municipal Initiatives approved through Q3 of PY1 and the 13 initiatives submitted during Q4 of PY1. At least 25 of the 52 activities will be social infrastructure activities and at least 14 will be productive infrastructure activities (the *concertación* process of the 13 planned activities in Cauca and Santander will occur during Q1 of PY2). Please see Table 11 for details on the initial 12 SIF/ADAM activities formulated in PY1. The table below outlines the 2007 plan for SIF/ADAM activities.

**Table 21: 2007 Plan for SIF/ADAM Activities**

Municipalities		SIF/ADAM Activities	Status	Q1	Q2	Q3	Q4	Projected Results
Group I	17 ADAM Municipalities Antioquia (3), Bolívar (2), Cauca (4), Nariño (4), Huila (3), and Cordoba (1)	Initial 12 SIF/ADAM Activities Formulated, Pending USAID Approval	Contracting	■				Social Infrastructure Projects: 9 Productive Infrastructure Projects: 3 Vulnerable Families Benefited: 1,077
			Implementation		■	■		
	27 Additional SIF/ADAM Activities	Formulation of SIF/ADAM Activities	■				Social Infrastructure Projects: 16 Productive Infrastructure Projects: 11 Vulnerable Families Benefited: 1,864	
		Approval and Contracting		■				
		Implementation			■	■		
	13 ADAM Municipalities Santander (3) and Cauca (10)	13 SIF/ADAM Activities	Concertación	■			TBD	
			Formulation of SIF/ADAM Activities		■			
			Approval and Contracting			■		
			Implementation					■
	<b>30 Municipalities</b>		<b>52 SIF/ADAM Activities</b>	<b>TOTALS:</b>	<b>Social Infrastructure Activities: 25+ Productive Infrastructure Activities: 14+ Vulnerable Families Benefited: 2,941+</b>			

A key priority of the ADAM program is to provide assistance to the displaced population. The Social Infrastructure Fund (SIF) team formulated the first nine activities to assist IDPs during PY1. See Table 10 for more information on these initial activities. ADAM plans to complete implementation of these nine initial SIF/IDP activities by the end of the second quarter in 2007. In addition, the SIF team plans to formulate and begin implementation of 17 additional social infrastructure activities. Overall, ADAM will be able to report results for 26 social infrastructure activities assisting IDPs in 25 different municipalities.

**Table 22: 2007 Plan for SIF/IDP Activities**

Municipalities	SIF/IDP Activities	Status	Q1	Q2	Q3	Q4	Projected Results
Cauca (2), Huila (2), Putumayo (2), Nariño (1), Bolívar (1)	Initial 9 SIF/IDP Activities	Formulated, Pending USAID Approval and Contracting	■	■			Social Infra. Projects: 9 IDPs Benefited: 1,869 Vulnerable Families Benefited: 1,215
Antioquia (1), Cordoba (1), Bolívar (1), Santander (2), Cauca (4), Huila (2), Putumayo (3), Tolima (3)	17 SIF/IDP Activities	Concertación	■	■			Social Infra. Projects: 17 IDPs Benefited: 1,992 Vulnerable Families Benefited: 266
		Formulation of SIF/IDP Activities		■	■		
		Approval and Contracting		■	■		
		Implementation			■	■	
<b>25 Municipalities</b>	<b>26 SIF/IDP Activities</b>	<b>TOTALS:</b>	<b>Social Infrastructure Activities: 26 IDPs Benefited: 3,861 Vulnerable Families Benefited: 1,481</b>				

## ii. SIF Activity Process

A priority of the ADAM program is to increase investment in social infrastructure based on the necessities of targeted communities and to involve citizens in the formulation and implementation of social and productive infrastructure activities. ADAM implements infrastructure activities through community-based organizations, primarily through JACs. To achieve program goals and properly implement the activities, the ADAM program will select implementers using a participative SIF methodology that has proven to be effective.

The impact of SIF activities will go beyond simply constructing a new aqueduct, school, or health center. The SIF process will provide invaluable training to citizens, offering them the opportunity to gain first-hand experience in the development, implementation, and oversight of publicly funded projects and programs. By helping local citizens tackle their communities' infrastructure needs, ADAM will encourage and reward civic involvement and help provide the confidence, experience, and skills required to undertake broader efforts to strengthen communities' contribution at the local level.

**Table 23: SIF Activity Process**

PHASES	STEPS
<b>Consensus Building Phase</b>	Community roundtables for assessing community needs ( <i>mesas de concertación</i> )
	Technical visits
<b>Formulation of SIF Activity</b>	Technical studies and project design
	Retrieving relevant documents (communities, municipal administrations, others)
	Budget formulation
<b>Contracting</b>	Formulating the environmental review
	Assessing capacities of the implementer
	Developing the project's technical and financial summary
	Submission to USAID
<b>Formalizing the Grant</b>	Grants signature by both parties
	Open checking account
	Issue compliance policies
	Request and program first disbursement
<b>Implementation</b>	Organize the project
	Form the operational committee ( <i>comité operativo</i> )
	Form the oversight committee ( <i>comité de veeduría</i> )
	Initialization act
	Bidding and procurement processes
<b>Financial and technical monitoring</b>	Operational Committee
	Oversight Committee
	Regional Office
	SIF technical department
	Coordination with ADAM M&E team
<b>Completion of Activity</b>	Completion act
	Present completed project to the municipal administration and local community

To implement a SIF activity, the beneficiary community must form a *comité operativo* to supervise construction and a *comité de veeduría* to monitor progress and oversee the expenditure of funds. The aim here is to encourage and broaden citizen participation and collective decision making in the implementation of the activity. Leaving decision-making in the hands of community leaders and organizations working with municipal authorities will also promote local ownership of programs and activities, and enhance their prospects for long-term sustainability.

Key aspects of ADAM's infrastructure activities include:

**Community Round Tables (*mesas de concertación*):** USAID promotes the identification, prioritization, and approval of activities through open communication with the communities involved. ADAM organizes community round tables where local actors prioritize which of their infrastructure needs are of greatest urgency. Community participants are involved in all decision making and ADAM's plans for developing and implementing infrastructure activities must be in agreement with initiatives in the Municipal Development Plan.

**Operational Committee:** All technical decisions regarding project implementation, acquisitions, and hiring qualified and unqualified labor are made in the operational committee.

The operational committee consists of all community members and stakeholders involved in the project, including the following members who have the right to vote: the mayor or his/her delegate, a representative from targeted community, the legal representative of the implementing entity, a representative of the oversight committee, project director, an auditor, and a representative of the ADAM program.

**Oversight Committee:** The objective of a citizen oversight committee is to promote the participation of the community in the supervision of SIF activities, to oversee resources from the community, the municipality, and ADAM. The citizens' oversight committee seeks to protect the public interest through their participation, study, evaluation, and recommendations of all decisions with respect to public resources.

An oversight committee consists of citizens who are responsible for supervising the administration of the grantee and of the operational committee responsible for the execution of the SIF activity. In effect, the oversight committees participate actively defending the rights of the community to guarantee transparency in the public management.

**Terms of Reference for the Key Personnel:** In order to guarantee adequate technical and financial implementation of the activity, all SIF activities will include the following personnel: an activity director (*director de obra*), a civil engineer or architect with experience in the implementation of similar construction works, project auditors and an accountant hired by ADAM, and a supervisor paid by the municipality.

To ensure that the SIF activities not only result in first-quality community infrastructure, but also provide Colombian citizens the opportunity to gain first-hand experience in community decision making, ADAM will closely monitor the development and implementation of each activity.

## G. EXAMPLE OF AN INTEGRATED ADAM MUNICIPAL INITIATIVE

### ADAM Municipal Initiative – Cuaspud (Nariño)

**ADAM MUNICIPAL INITIATIVE OBJECTIVE:** To support interactions and negotiations between the municipal officials and the Cuaspud-Carlosama *cabildo* leaders to strengthen the economic and social bases of the municipality.

**Table 24: ADAM Municipal Initiative Process In Cuaspud**

PHASES	ADAM MUNICIPAL INITIATIVE PROCESS				
Introduction Phase	<b>Roll-Out Presentations / Meetings and Receive Departmental and Municipal Buy In of ADAM</b>	Q1	Q2	Q3	Q4
	Department-level roll-out presentation	Completed			
	Municipal roll-out meetings	Completed			
	Obtain zero-illicit crop agreements from governors and mayors through <i>Acción Social</i> .	Completed			
	<b>Technical Assessment – Structuring the ADAM Initiative</b>				
	Formation of the ADAM Technical Committee	Completed			
	Identify opportunities for ADAM activities (AD, LG, and SIF).	Completed			
	Assess existing organizations and potential partners	Completed			
Collect pertinent information, exchange ideas and solicit feedback	Completed				
Consensus-Building Phase	<b>Consensus Building</b>				
	Hold assemblies with communities, community leaders, local organizations, inter-institutional committees and potential partners	Completed			
	Build consensus, identify and prioritize needs, assess potential activities, nuclei and organizations.	Completed			
Structuring Phase	<b>Define ADAM Initiative</b>				
	Analyze and integrate all ADAM activities (AD, LG, and SIF).	Completed			
	Cost assessment and budgeting	Completed			
	Map all initiatives according to the identified area (AD, LG, and SIF)	Completed			
	<b>Technical support</b>				
	Review and improve technical approaches	Completed			
	<b>Integration of ADAM activities</b>				
Write integrated ADAM Municipal initiative	Completed				
Presentation Phase	<b>Final review</b>				
	Technical Review of the Municipal Initiative	Completed			
	<b>Presentation and Submission of ADAM Initiative to USAID</b>				
	<b>USAID Approval of ADAM Initiative</b>				
	Technical review and comments	Completed			

**Table 25: Planning Matrix for the Milk Project in Cuaspud**

PRODUCTIVE ACTIVITY PROCESS - CUASPUD							
Consensus-Building Phase	<b>Consensus Building</b>			Q 1	Q 2	Q 3	Q 4
	Pre-identification of productive alternatives and nucleus			Completed			
	Identification of producers' organizations			Completed			
	Identification of potential marketing agreements / buyers			Completed			
	Identification of the existing productive value chain			Completed			
Structuring Phase	<b>Structuring the Productive Activity</b>						
	Final selection of beneficiaries & nucleus			Completed			
	<b>Formulation</b>						
	Complete documentation and presentation of productive activity			Completed			
	<b>Presentation</b>						
	Presenting the productive activity to ADAM senior staff			Completed			
	Final adjustments to productive activity			Completed			

	Submission to USAID	Completed			
<b>Implementation and Project Monitoring Phase</b>	<b>Activity set-up</b>				
	Contract signed with the implementer	Completed			
	Regional Technical committee formed	Completed			
	ADAM's illicit crop verification process				
	Zero illicit crop agreements signed				
	<b>Implementation of the Productive Activity</b>				
	Physical and Financial Implementation				
	Technical visits to the Project Site				
	Technical training				
	Technical assistance to improve the administration of the milk storage facilities.				
	Assessment for each milk storage facility				
	Train producer organizations				
	Technical Committee meetings				
	Contract technical consultants				
	Public Education Material				
	Support the CPGA				
	Artificial insemination of cows to improve offspring				
	Establishment and administration of technical equipment				
	<b>Management of the Productive Activity</b>				
	Implementer submits progress reports on technical activities				
Submit reports and indicators to SIMA					

**Table 26: Planning Matrix for Local Governance Activities in Cuaspud**

<b>LG ACTIVITIES - CUASPUD</b>					
<b>Component</b>	<b>Activity</b>	<b>2007</b>			
		<b>Q 1</b>	<b>Q 2</b>	<b>Q 3</b>	<b>Q 4</b>
<b>Municipal Finances &amp; Revenue</b>	<b>Assess Fiscal Soundness</b>				
	Review annual financial planning for the municipality				
	Support annual financial management instruments				
	<b>Strengthen Organizational Structures</b>				
	Support the administrative strengthening processes for <i>cabildos</i>				
<b>Citizen Participation &amp; Vulnerable Groups</b>	<b>Strengthen Organizations of Vulnerable Groups</b>				
	Strengthen the institutional capacity of indigenous communities and/or producers, based on cultural identity, the reactivation of productive projects, and Life Plans.				
	Promote the inclusion of issues that affect the indigenous population as priorities for municipal council				
	<b>Improve Community Communication Processes</b>				
	Promote inter-cultural communication processes to strengthen identities, improve visibility and inclusion within the construction of a regional framework of the <i>Nudo de los Pastos</i> , and strengthen producer groups				
<b>Institutional Development</b>	<b>Improve Municipal Coordination</b>				
	Establish an intercultural consensus work table (municipality, <i>cabildo</i> , and farmers)				
	Formulate a <i>vereda</i> development plan, agreed by the two governmental entities in the area (municipality and <i>cabildo</i> ), to build consensus on education, health, and public service provision projects (4 productive nuclei and approximately 30 <i>veredas</i> )				
	Strengthen SIF project citizen oversight processes in <i>mesas de concertación</i>				

	Support the construction and development of consensus-building processes between the indigenous <i>cabildo</i> of Cuaspud and the municipal administration				
	Support the creation and strengthening processes of community representative scenarios within municipal development plans and Life Plans				
	<b>Strengthen JACs and their Networks</b>				
	Train organizations on the formulation of investment plans				
	<b>Strengthen CPGAs</b>				
	Train organizations on the formulation of investment plans				
	<b>Strengthen Municipal Associations</b>				
	Support municipal-level associations (ASOPROOBANDO)				
<b>Municipal Planning</b>	<b>Strengthening the Municipal Planning System</b>				
	Structure the municipal planning system, taking under consideration both administrative systems (municipality and <i>cabildo</i> ) and the particular productive system of the area ( <i>shagra</i> )				
	Support participatory fiscal management processes by facilitating the development of a communal participatory budget				
<b>Municipal Councils</b>	<b>Utilize <i>Viernes del Concejal</i> to Provide Training Program</b>				
	Train the municipal councils in political oversight processes				
	Promote the inclusion and prioritization of the particular productive system ( <i>shagra</i> ) within the municipal council				
<b>Citizen Security &amp; Convivencia</b>	<b>Formulate Municipal Security Plans</b>				
	Support the implementation of <i>convivencia</i> and citizen security plans				
	Implement cultural and rural <i>convivencia</i> plans				

**Table 27: Planning Matrix for 4 SIF/ADAM Activities in Cuaspud**

SIF/ADAM ACTIVITY PROCESSES - CUASPUD		Q 1	Q 2	Q 3	Q 4
<b>Construction of a sanitary unit in the Camilo Torres Urban Educational Center.</b>	Consensus Building				
	Project Formulation				
	Contracting				
	Formalizing the Grant				
	Implementation				
	Financial and technical monitoring				
	Completing the project				
<b>Improve milk storage plant in the vereda of Macas Lirios</b>	Consensus Building				
	Project Formulation				
	Contracting				
	Formalizing the Grant				
	Implementation				
	Financial and technical monitoring				
	Completing the project				
<b>Maintenance of the road Cuapud-Macas Lirios (7 Km)</b>	Consensus Building				
	Project Formulation				
	Contracting				
	Formalizing the Grant				
	Implementation				
	Financial and technical monitoring				
	Completing the project				
<b>Maintenance of the road Cuapud-Chavisnan (8 Km.)</b>	Consensus Building				
	Project Formulation				
	Contracting				
	Formalizing the Grant				
	Implementation				
	Financial and technical monitoring				
	Completing the project				

# IV. CROSS-CUTTING ACTIVITIES IN YEAR TWO

## A. FINANCIAL SERVICES

During 2007, ADAM will intensify its focus on the expansion and extension of financial services in ADAM municipalities. The program will achieve at least three different objectives that contribute directly to the success of the ADAM Municipal Initiatives. First, it will result in an increase in the number of people in the municipality who have access to a wider range of micro-financial services, more conveniently, and at a lower cost. This will be a new beneficiary group independent of other ADAM activities. Second, it will increase the institutional presence of private banks and financial institutions in ADAM municipalities, directly and substantially contributing to the creation of a more sustainable licit economic environment. Finally, it will provide specific services to direct ADAM beneficiaries of productive activities.

In all aspects of the program, the strategy is based on the premise that price distortions in financial services market result in reduced access to services, higher costs, and products that do not serve the real needs of the user. Where market incentives are working, such as in the informal sector, access is broad and services are effectively meeting the needs of users, but costs are also very high. The ADAM focus is to assist larger financial institutions which have lower capital costs and potentially greater efficiencies of scale to find ways to profitably expand and extend services in ADAM municipalities.

Expected results for 2007 include the following:

- Assessments and strategic plans in 43 municipalities,
- Programs for micro-finance implemented in 40 municipalities,
- Twelve financial intermediaries, including banks, cooperatives, and NGO's, providing micro-credit in ADAM municipalities,
- Disbursement of 24,600 micro-credit loans, with an average value of US\$400,
- Mobilize more than US\$9,800,000 in credit,
- A total of 21,000 additional individual financial services offered, including savings accounts, insurance, etc., and
- At least 3 financial institutions operating with new correspondent agreements with non-bank correspondents.

In 2006, as presented in Section II.D.iii, ADAM conducted an assessment of financial institutions, services, and needs in 57 municipalities. This work was coordinated with MIDAS assistance to the financial sector. Working relationships and strategic alliances have been formed with banks, cooperatives, and NGOs with both the ADAM and MIDAS programs. Based on the assessments, strategies, and relationships developed in 2006, ADAM will launch an extensive program during 2007 to expand and extend financial products and services based on improved micro-finance practices. The program will demonstrate models of improved cost and risk management that will show a wide range of financial intermediaries how micro-finance can be profitable and sustainable while providing a large number of clients a relatively low cost and easily accessible service.

The results of the assessments in the 57 ADAM municipalities clearly demonstrate that there is a large gap between the financial services provided and those needed, and furthermore that there are potentially profitable and sustainable financial services in micro-finance, including the informal

sector, that could be applied on a much larger scale with adequate financial leverage, improved cost, and risk management practices. Private banks were found to be present in 42% of the 57 municipalities, Banco Agrario in 79%, cooperatives in 31%, and NGOs in 36%. Informal credit was available in all 57 municipalities. The cost, availability, and quality of services demonstrate that the informal sector provides a readily available micro-loan to the individual at a very high cost, while the commercial banks have very limited products. The Banco Agrario is slow and inefficient and the transaction costs make it unfeasible for small producers. The services provided by cooperatives and NGOs have very limited outreach. Based on this, ADAM will expand and extend micro-financial services through a strategy that will match the institutions working in each municipality or which may be interested in expanding to the target municipalities with cost and risk management strategies that can provide the type of agility and quality needed with the coverage and leverage available through formal institutions.

To achieve the three financial services objectives outlined above, ADAM will:

- Promote non-bank correspondents (NBCs) as a mechanism to quickly reach even the smallest and most remote ADAM municipalities on a large scale. ADAM will work with private banks to identify and implement NBCs in ADAM municipalities, will diversify the number and type of intermediaries and the types of products and services offered, and will promote competition among these intermediaries to lower costs and improve access,
- Take the financial services developed under the MIDAS commercial bank pilot program to ADAM municipalities,
- Promote the *Banca de las Oportunidades* program in ADAM municipalities, advising interested financial institutions as to how to access the resources of this program,
- Develop and implement strategic alliances with NGOs, associations, and cooperatives, and
- Integrate the micro-finance program into the ADAM alternative development and local government activities to the greatest extent possible, including: prioritize the 30 municipalities in which ADAM is now operating, develop long-term credit products, reactivate and develop associative credit products, and develop products appropriate for displaced populations (for example, housing, community banks, and solidarity groups).

Specific activities for implementation of this program during 2007 will include:

- Conduct assessments in the remaining 43 ADAM municipalities,
- Select participating financial institutions and develop work plans for 2007,
- Assign a technical advisor with responsibility to implement the micro-finance program by financial institution and/or municipality,
- Assign a technical support team,
- Conduct workshops to define product lines, implementation strategies, and organizational relationships,
- Provide technical assistance for pilot programs for a period of between 3 and 12 months,
- Develop a plan for the expansion of NBCs for each financial institution,
- Provide technical assistance in the expansion of NBCs,
- Design and provide specific training programs for each financial institution, and
- Design product manuals, policies, and procedures for each financial institution for micro-finance products.

Based on the assessment regarding work completed during the first year, ADAM will select financial intermediaries that will benefit from technical assistance to expand their financial services. ADAM will work closely with cooperatives, NGOs, and associations with the greatest potential and with financial institutions that participate in MIDAS projects to advance the synergies between the two programs. Agreements will be signed with financial institutions that show interest and offer products required by ADAM activities and program beneficiaries. As the next step, ADAM will work with each financial intermediary to develop work plans, which will include technical assistance, training, and operational support. Work plans with financial institutions include financial technical assistance, training, and improvement of financial services, particularly savings and credit product lines. Product diversification is also part of the strategy. Table 28 includes a list of products considered for different financial institutions. Other products identified include credit lines for house improvements, payment of services, transfers, and deposits.

**Table 28: Potential Products for Different Financial Institutions**

Products	Financial Institutions
Micro-savings	<i>Bancolombia</i> <i>Banco Agrario</i> <i>Financiera Compartir</i>
Agriculture micro-credit lines	<i>Bancolombia</i> <i>Banco Agrario</i> <i>Financiera Compartir</i>
Credit lines for SMEs	<i>BBVA</i> <i>Banco Agrario</i> <i>Opportunity Internacional</i>
Associative credit lines	<i>Banco Agrario</i> <i>Opportunity Internacional</i>
Micro-insurances (health, life, credit)	<i>FASECOLDA</i>

In addition, ADAM aims to expand the supply of financial services in targeted municipalities through NBCs to promote savings options for people in rural areas as a sustainable source to support financial institutions, and develop new alliances with NGOs, such as the Women's World Bank, and similar organizations already working with ADAM, such as APROCASUR in Bolívar.

ADAM will coordinate with MIDAS to determine how to involve financial entities that are part of MIDAS's pilot projects (*Banco Bilbao Vizcaya Argentaria Colombia, S.A. – BBVA* and *Banco de Bogotá*) in ADAM activities and municipalities. TSG will also pursue expansion plans for *Bancolombia*, *Banco Agrario*, *Banco Caja Social*, and *Financiera Compartir* to ADAM municipalities.

ADAM will, then, complete an assessment of selected financial intermediaries to assess previous areas of improvement and addition steps to be taken.

In providing financial services to direct beneficiaries of ADAM productive activities, ADAM will follow the same strategy as in the micro-finance activity. The challenge is to provide financial services needed as either working capital or investment capital in the improvement and/or expansion of agricultural production and marketing. The model for agricultural lending has frequently been to maximize the farmer's use of credit, based on subsidized interest rates and a generic analysis of potential costs and returns. The results are usually higher transaction costs, excessive exposure to risk for the farmer, increased moral hazard, and low rates of recovery.

ADAM begins to address the financial needs of participating farmers with conservative financial analysis and maximum use of the farmer's own resources and minimum use of credit. ADAM always seeks to minimize both exposure to risk and creation of debt. In addition to the farmer's resources, the support provided by both ADAM and the local, departmental, and regional governments and other partners effectively reduces the need for the farmer to assume uneconomic levels of indebtedness. Still, there are some reasonable levels of short and long term credit that are needed to maximize efficiency. When the farmer needs credit for short term

working capital, it will be likely that some of the expanded micro-financial services will be appropriate.

When the farmer needs longer term credit, ADAM will first work with the private financial institutions, especially those that have shown interest in participating in the pilot micro-finance program. ADAM will intermediate to ensure that the guarantees offered by the farmer meet the requirements of the financial institution, and that the terms of loans meet the needs of both the activity and the financial market. ADAM will also facilitate the provision of medium and long term credit with technical, financial, and commercial information and analysis that permit the bank to understand the situation of the individual client. Throughout the process ADAM will provide assistance in the formulation of activities, training, and direct assistance to producers in negotiation and management of credit in working with private institutions. ADAM estimates that the productive activities will leverage approximately \$5,000,000 during 2007.

## **B. COMPETITIVENESS**

As a first step to improve the competitiveness of ADAM products, ADAM evaluated the productive activities and value chains linked to ADAM productive activities. The evaluation, adapted from comparative analysis, utilized Domestic Cost Resources (DCR) indicators, the Nominal Protection Coefficient (NPC), and the Effective Protection Coefficient (EPC). These tools and indicators determine how marketable a specific product is for a region and a country, in terms of efficiency and allocation of resources. The evaluation also helped determine how to promote productive alternative activities to illicit crops.

ADAM uses national-level DCR and NPC analysis for products such as cacao, coffee, rubber, mora, maracuya, milk and related products, small farm sugar cane for panella. For example, for cacao in Simiti, ADAM's Agribusiness Value Chain Unit in collaboration with the agribusiness teams in the regional offices analyzed the costs of production to determine profitability and acceptance. If not accepted, detailed factors of production are further analyzed and recommendations to increase productivity in certain areas such as enhancing value added processing, agronomic improvements, or reducing logistic transactions costs. Analysis and determination is also made to identify international, regional, or local markets. This analysis was conducted for existing activities, such as hearts of palm, vanilla, black pepper, and others.

During PY2, ADAM's work on value chains and competitiveness will also include the development and implementation of strategic plans to consolidate the timber, flowers, and tropical foliage value chains to benefit productive activities in Nariño, Cauca, and Putumayo. The strategic plans detail the steps required to develop and consolidate specific value chains and training plans for actors involved in the relevant chains. Additional considerations of the plans are employment generation and promotion of productive activities as viable licit economic activities. The Agribusiness and Value Chain Unit in ADAM coordinates with the MPC MIDAS team to ensure that the analysis (including market analysis) is consistent across the board for products we are working on in specific areas. J.E. Austin and Associates (JAA), an ADAM partner, will add value to ADAM's initiatives by leading the work in competitiveness. The list below is an illustrative example of activities that JAA will carry out to structure and consolidate value chains:

- Carry out an assessment of trends and development opportunities of the timber value chain and evaluate its relevancy in each productive nuclei;
- Design an implementation strategy to add value and determine alliances and cooperation agreements required;
- Convene and motivate business people involved in the timber value chain to promote active contributions in timber projects and related program activities;
- Work with sector experts to design and implement business strategies for value chains;

- Design a “chain graduation” strategy to determine when the technical assistance period is sufficient and support transition activities to guarantee sustainability once assistance is completed;
- Identify and motivate potential partners’ involvement in the value chain through co-investment opportunities and financial services, including private capital, loans from commercial banks, risk investments, public/private alliance, and industry funds; and
- Transfer methodologies and tools required to implement the strategic plan to ADAM regional teams and local partners.

## ADAM SUCCESS STORY

### The Reemergence of Forestal Cauca S. A.

Forestal Cauca S.A. is a company that was established with the support of USAID in the Department of the Cauca. Among its associates are seven town councils belonging to the municipality of Totoró (Paniquitá, Jabalá, Polindara, Totoró and Novirao), Silvia (Pitayó) and Caldoño (Caldoño). These seven associates hold 36% of *Forestal Cauca’s* shares.

Relations between the associate town councils and company had turned sour due the breakdown in communication channels and the marginalization of the legal representatives of the Indigenous communities in company decisions. Additionally, the company lacked administrative and operational management and was in financial trouble due to the lack of working capital for acquiring raw materials.

In order to reactivate the project and resolve these pressing issues, ADAM held a series of meetings and workshops with Forestal Cauca and its associates. ADAM orchestrated a process of compromise and developed a road map for the company’s future. The sessions included all of the stakeholders and provided them an opportunity to work together to restructure the administrative and operational aspects of the company. ADAM’s impact on the company has empowered the town councils and the community to reinvigorate the company. ADAM is further stabilizing the company by hiring management staff, providing technical assistance in production and management, providing working capital to purchase raw materials, including timber. ADAM is helping Forestal Cauca regain the trust lost under previous management, particularly with the *resguardo* of Totoro through the establishment of an agreement to purchase timber. ADAM plans to involve other *resguardos* as the company strengthens its financial position to buy more timber.

## C. LAND

The MIDAS MPC will work together with ADAM to identify impediments to land transfer, registration, and titling of land. They will also work together in the implementing recommendations aimed at improving the efficiency of land markets in at least 30 ADAM municipalities. These recommendations will be aimed at reducing transaction costs that limit the ability of land owners to transfer, register, and acquire land titles. MPC and ADAM will also work together to identify possibilities for private investment in collective properties and use land as collateral for long-term loans.

In PY2, ADAM will focus on providing technical assistance to the Colombian government on land policy issues. The goal is to promote conditions that support long-term sustainability of the program by resolving issues related to land access and land tenancy in ADAM municipalities. A four member team, well versed on land issues in the ADAM Agribusiness Unit, will work closely with the regional offices. The team has developed questionnaires and will start their analytical work around productive activities where we have approved Municipalities Initiatives. For example

in San Pablo and Simití, ADAM will identify farmers who do not have titles and where beneficiaries have specific conflicts over land, or other problems dealing with access to land, credit, and so on. The questionnaires are then analyzed and discussed with MIDAS and our other partners to design strategies to resolve the problems. The end goal is to support ADAM beneficiaries involved in productive activities in resolving property, access, and rights issues related to land.

ADAM's work on the above will enable the GOC to have the information it needs to make decisions. The issues are complex and involve administrative systems, procedures regarding land ownership, and securing property rights; promotion redistribution of expropriated land to IDPs and small farmers previously involved with illicit crops; reorganize property rights through agreements within community to facilitate access to private investment and funding; grant land titles to forest concessions; ensure ownership titles; and support land appraisals. In the list of recommendations for action, ADAM and MIDAS will list priority activities following government decisions. ADAM will ensure that a consensus of beneficiary opinion is also heard at the national level. As specific land title and ownership problems are identified, strategies are developed to solve specific problems. ADAM shares what they learn at the municipal-level with MIDAS, who plays a large role in providing technical assistance to the GOC to improve laws and regulations that govern access to and distribution of land.

#### **D. NATIONAL COMMUNITY RADIOS PROGRAM**

The objective of Phase II of the National Community Radios Program is to promote the strengthening of democracy, civic participation, and cultural diversity, through the creation of time slots in community radio stations for public opinion and analysis. Through public radio stations throughout Colombia (38 municipalities were involved in the pilot project), the program will be executed on a yearly basis and cover 40 municipalities in the first year<sup>12</sup>. The goals of phase II for PY2 of the program are as follows:

1. To consolidate 40 time slots in civic and community radio stations to allow different sectors of the population to participate, analyze, and debate on themes of public interest that affect the life of their municipality.
2. To build a local, regional, and national structure that supports community radio stations and general dialogue that is promoted.
3. To establish local organizations consisting of community members to promote, produce, and transmit the programs and a local operating committee to guarantee the editorial line and plurality of the subjects and actors.
4. To implement, at a regional level, an operator (perhaps a university or NGO) to direct the local actors and occasionally link different local stations. The operator will provide training and technical assistance to local organization and operating committees and to guarantee the editorial line in the region. These efforts will supervised by a regional operating committee composed by representatives of supportive regional entities and operators.
5. To organize a national-level, coordinating committee to plan and monitor the entire program and define the national editorial line. In addition, the national-level committee can produce programs, articulate the execution of the program to national-level audiences, and offer technical assistance to each regional operator. This will be done through a national operating

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<sup>12</sup> ANTIOQUIA (3): Arboletes, Zaragoza, Caucasia; BOLÍVAR (2): Simití, San Pablo; CAUCA (10): Balboa, Caldono, Patía, El Tambo, Morales, Popayán; Totoró, Cajibío, Piendamó and Coconuco; CAQUETA (1): Florencia ;CESAR (2): Aguachica, San Alberto; CORDOBA (1): Montelíbano; HUILA (2): Isnos, Nátaga; NARIÑO (6): Aldana, Puerres, Pupiales, Guachucal, Gualmatán, Túquerres; SANTANDER (9): Landázuri, Bolívar, Cimitarra, Sabana de Torres, San Vicente de Chucurí, Puerto Wilches, Barrancabermeja, San Gil, Rionegro; and PUTUMAYO (4): Mocoa, Orito, Puerto Caicedo, La Hormiga.

committee consisting of representatives from supportive entities, such as Ministry of Culture and programs supported by USAID.

6. To incorporate the National Community Radios Program in the local development plans to guarantee the sustainability of the program.
7. To create a database of programs that have been broadcasted at a regional, local, and national level to allow other stations to broadcast similar programs in the future.

## **E. PUBLIC/PRIVATE ALLIANCES & CORPORATE SOCIAL RESPONSIBILITY**

ADAM, as a USAID-funded program, is committed to improving the quality of life in remote areas in Colombia by facilitating conditions that promote social, economic, and political development. A key element to foster program sustainability under the program is the creation and consolidation of public/private alliances (PPA) that follow Global Development Alliance (GDA) principles and promote development work, either by facilitating strategic partnerships or by encouraging participation in ADAM activities through corporate social responsibility<sup>13</sup> (CSR) programs.

During PY1, ADAM worked to create PPA by promoting opportunities for program sustainability and project ownership. Program components endorsed strategic alliances with national and regional institutions, such as with the GoC Ministry of Culture for the Community Radios Program at the national level. The ADAM PPA Team, represented through a steering committee, focused on advancing commitments under CSR programs.

PPA activities in PY1 included developing an intervention strategy targeting the private sector and CSR programs, identifying projects and activities that would interest potential allies, attracting private sector investment to program activities, identifying potential allies at the regional and national levels, and presenting program alliance opportunities to potential allies. ADAM's PPA steering committee worked in close coordination with *Acción Social's* International Cooperation Unit to gather information on potential allies, particularly private sector foundations, international non-governmental organizations (NGOs) that operate in Colombia, and bi-national chambers of commerce. In addition, the PPA Team started a database of Colombian companies with CSR programs and identified intervention lines in common with or that complement ADAM activities. ADAM met with different national and multinational companies and foundations to present the program, as well as several international NGOs. As a first result, PADF, an ADAM partner, completed an agreement with *Fundación Colombia para la Educación y la Oportunidad* (*FundaColombia*) that resulted in USD\$217,400 to work with youth in a productive activity in Arboletes, Antioquia. Additional agreements with the Empresa Colombiana de Petroleos (ECOPETROL), private companies and several private sector foundations are in process.

Following USAID's GDA model, ADAM will attract allies that contribute resources, ideas, and technologies to program activities. ADAM will incorporate public and private partners in program activities during PY2 based on the needs and interests of each sector and by taking into account their characteristics and underlying principles. The public sector's participation will be oriented to specific program activities in which municipal governments and regional and national institutions can participate, considering their funding and institutional capabilities. Partnerships with the public sector and with program beneficiaries at the local level will focus on promoting local ownership of productive projects and municipal strengthening initiatives and fostering leadership through local institutions. Component managers and regional offices will also be important in creating and strengthening agreements with private sector companies at the local, regional, and national levels.

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<sup>13</sup> ADAM defines corporate social responsibility (CSR) as the alliance of key actors with whom the program designs and implements common social goals, expands sustainable licit economic opportunities, and strengthens local governments and institutions. These goals correspond to USAID's strategic results framework as part of IR-1 and IR-2 in SO-2.

Examples of potential alliances are commercial agreements that guarantee product commercialization or arrangements with ministries to sponsor national campaigns on education and health. Depending on the type and scope of the intervention, alliance initiatives will require additional support from the PPA Team and other ADAM staff members.

As in PY1, ADAM's PPA steering committee model will focus almost entirely on leveraging private sector funds and promoting the participation of the private sector in program activities. PPA activities will concentrate on strengthening existing alliances and creating new alliance by carrying out public relations and communications strategies, promoting project site visits to encourage ally involvement in program activities, presenting progress reports to ADAM staff and allies, and other activities required to create long-term alliances, trust, and transparency.

ADAM will continue to build PPA based on CSR practices to boost economic opportunities for economic and social development. ADAM will implement a model that integrates private sector partnerships that benefit alternative development projects and municipal government strengthening initiatives. From a CSR perspective, these alliances will enable ADAM to reach out to strategic allies interested in improving brand awareness and reputation by endorsing socially responsible activities and performance, private sector companies that are interested in profitable social investments and, finally, businesses that share social development goals with ADAM. These alliances will be vital in ensuring the sustainability of the ADAM program. ADAM will also work on creating alliances with international organizations, such as United Nations agencies, international cooperation and donor agencies, and USAID programs, including IDP2 and MIDAS.

Activities of the PPA team during the second program year include:

- Review ADAM AD and LG activities to identify potential opportunities to promote alliances;
- Meet regularly with steering committee to review activities and plan contacts with potential allies, either to strengthen existing alliances or to create new ones;
- Promote conditions to attract private sector participation in AD and LG activities, if required;
- Update database of potential allies based on sector, region, and interest;
- Identify potential allies at the regional and national level;
- Present the program and alliances opportunities to potential allies at the regional and national level; and
- Consolidate alliances with private sector allies to promote AD and LG activities.

As a result, the PPA team will be able to report:

- Five agreements/MOUs that formalize ally participation in program activities and
- USD\$500,000 in funds leveraged through CSR programs.

## **F. COMMUNICATIONS AND OUTREACH**

In June, 2006 USAID presented ADAM and MIDAS a concept paper to create a shared Communications and Outreach (C&O) office. The award of the ADAM and MIDAS contracts to ARD provided an excellent opportunity to achieve efficiencies and economies of scale for USAID supported communication and outreach efforts. The concept paper focused on two basic objectives: 1) support USAID/Colombia outreach activities to raise the level of awareness about USAID assistance on a national level and 2) support the achievement of ADAM and MIDAS goals of promoting alternative development projects and strengthening local governance.

In response to USAID's concept paper, ARD submitted an integrated strategy and work plan for C&O activities in both programs. After a careful review of the strategy in December, USAID concluded that the Mission would be responsible for managing outreach activities to increase public awareness and understanding of U.S. economic and social assistance programs in Colombia, as well as USAID's role in the country, while ARD continued to be in charge of designing and implementing C&O functions to promote both programs. Along these lines and considering the different nature and philosophy of the two programs, USAID requested ADAM and MIDAS manage separate but coordinated C&O departments.

As a result of this planning process, ADAM C&O activities will focus on supporting USAID outreach activities. In addition to this work, ADAM municipal and regional-level activities also have an impact on communication processes at the local level. Certain ADAM activities, particularly in Citizen Participation and Vulnerable Groups and Producer Groups, include a communications component focused on strengthening community communication processes and facilitating empowerment, ownership, and institutional strengthening. Although these elements are closely linked to Program C&O activities, they will be implemented as part of each component's tasks. The C&O team, however, will provide support as necessary.

One final element of USAID's C&O activities is the culture of lawfulness campaign (*Cultura de la legalidad*). In the original USAID concept paper, ADAM was expected to be active in implementing this campaign, anticipating the participation of *emisoras comunitarias*. However, since USAID will be directly responsible for managing the campaign, ADAM will coordinate activities with USAID and the campaign implementer and take advantage of the *emisoras comunitarias* project, where applicable.

The following table presents a summary of USAID's outreach objectives and planned ADAM activities to accomplish them.

**Table 29: ADAM C&O General Work Plan**

<b>ADAM C&amp;O General Work Plan</b>	
<b>USAID Outreach Objective:</b> Support USAID outreach activities.	
<b>Sub-Objective</b>	<b>Activities</b>
All	Develop a detailed C&O work plan for the ADAM Program <sup>14</sup>
	Develop Program branding and marking strategies <sup>15</sup> and provide guidance/instructions to Program partners and implementers on the subject.
	Develop and maintain Program website and other Program-level outreach tools, as required.
Raise public awareness and inform USAID/Colombia target audiences about U.S. alternative development programs in place and USAID's role in assisting the GOC.	Coordinate outreach activities with Program partners and ADAM LG institutional committees to raise public awareness of USAID-funded activities.
	Design and organize events to support Program implementation and USAID public outreach activities.
	Prepare and submit project-level fact sheets, success stories, and other materials that describe Program accomplishments and impact of ADAM activities at the individual and community levels.
Attract positive publicity for USAID-funded activities.	Develop and lead regional-level public relations campaigns to attract positive publicity for USAID-funded activities at the departmental level, as required.
	Prepare and submit project-level fact sheets, success stories, and other materials that describe Program accomplishments and impact of ADAM activities at the individual and community levels.
Other (Program-level activities)	Design and produce project-level communication materials that respond to specific project needs, based on Program activities to maximize impact.
	Support activity-level communication processes as necessary.
	Coordinate with USAID to define ADAM's participation in the Culture of Lawfulness campaign.

<sup>14</sup> The ADAM C&O Work Plan will be submitted in the course of the first quarter of 2007. Besides the work plan, this document will also include the Program strategy for communications and outreach, and responsibilities, functions, and members of the C&O team in ADAM.

<sup>15</sup> ADAM will submit the Program's branding and marking strategies in the first quarter of 2007.

# V. COORDINATION WITH OTHER USAID / COLOMBIA INITIATIVES

## A. MIDAS

ADAM and MIDAS have a unique opportunity to coordinate efforts by sharing technical and financial resources to maximize program impact. The two projects are the major USAID Alternative Development projects in Colombia and they are both being executed by ARD Inc. During PY1 ADAM and MIDAS began coordinating in several technical areas and demonstrated that this is advantageous to both programs. This section outlines areas in which ADAM and MIDAS will coordinate during PY2. MIDAS is organized into four components, a policy component and three productive components: agribusiness, commercial forestry, and small and medium enterprises. ADAM's coordination will be grouped accordingly.

### i. PUBLIC POLICY

The MIDAS Policy Component (MPC) is a crosscutting component, whose activities benefit the rest of the MIDAS components, as well as ADAM initiatives and Colombia as a whole. In 2006 ADAM and MIDAS began coordinating on a number of policy efforts related to Land, Financial Services, Competitiveness and Agriculture. In 2007 there will be more active integration between MIDAS and ADAM related to policy.

In 2007 policy related work groups will be created on the subjects in which joint opportunities have already been identified: financial services, microfinance, land, agriculture, sanitary and phytosanitary standards (SPS), and technical barriers to trade (TBT), in order to determine: i) opportunities for MPC projects to be implemented in ADAM municipalities and ii) joint work on regulatory issues such as land and agriculture.

The following possible opportunities for collaboration have already been identified:

- Microfinance: i) Bring the financial services of the banks that participate in MIDAS to ADAM municipalities, ii) Promote the establishment of services in ADAM municipalities, by means of non correspondent correspondents (CNB) developed under the MIDAS pilot programs, with the support of MIDAS-SME Component when a SME from an ADAM municipality could be a CNB, and iii) Identify possible strategic alliances with associations or other entities that ADAM recommends.
- Finances: i) FINAGRO: consider the possibility of working together on a study on how to encourage banks to use FINAGRO lines of credit, ii) Sources of financing: provide the banks with studies on different sectors to make it possible for them to analyze risk in the ADAM and MIDAS sectors of interest and to facilitate long term financing.
- Land: i) MPC - Agriculture will pursue projects in ADAM municipalities if possible, ii) ADAM will undertake exercises in the 30 municipalities where it will be implementing productive projects on 2007 to determine the typology of the land problems and to provide MPC with lines of action/priorities for reforms, iii) study possibilities for private investment in collective properties, iv) use the land as collateral for long term loans.
- Agriculture: i) MPC - Agriculture will pursue best practices and information systems in pilot agricultural transition projects, in the ADAM municipalities.
- Technical Barriers to Trade (TBT): i) MPC - TBT shall pursue pilot projects on certification in technical standards and green certification, giving priority to ADAM municipalities.

- SPS: i) The MIDAS Policy Unit MPC – SPS will work closely with ADAM in the implementation of Good Agricultural Practices that will significantly increase the potential for ADAM productive activities. The Agricultural Production Unit in ADAM will start the work with the regional offices in Huila, Cauca, and Narino in our already approved activities in fruit, vegetables, and dairy.

The responsible officers in both offices will coordinate with the Colombian Institute of Sanitary and Phytosanitary Standards (ICA) and its local counterparts in the region to establish roles and responsibilities of project staff and producer associations to develop action plans to comply with market requirements in terms of sanitary and phytosanitary regulations. The first action plans will be established for dairy, berries and maracuya for fresh and processed product. These action plans will be established by mid-March/April and the ADAM Team will begin to implement the plans immediately afterward. Good examples of areas of focus will be on reaching certification (HAACP for example); identification of free zones with low prevalence of disease and insect, market-required best production and processing practices which meet standards of food safety and so on. MIDAS will work with ADAM to evaluate the above pilot activities which will help ADAM to implement best practices in production and processing to comply with sanitary and phyto-sanitary requirements of the market place.

## ii. COORDINATING ACTIVITIES FOR PRODUCTIVE PROJECTS

With regard to specific productive projects, ADAM and MIDAS will coordinate in four areas: agribusiness, forestry, SMEs, and vulnerable groups. ADAM and MIDAS share four USAID strategic regions. Both programs share key USAID goals of establishing licit hectares of crops, supporting families, generating sales, and creating jobs and therefore share commonalities in types of projects supported and local assistance provided. In the case of SMEs, both programs share the goal of strengthening businesses common to both programs. An overarching goal for assistance in all four areas is the sustainability of all activities.

The following sections outline goals, specific activities, and expected results for each of the four areas, with the exception of vulnerable group, which will be defined during the first quarter of 2007.

### Agribusiness

ADAM and MIDAS will coordinate in Agribusiness to achieve the following goals:

- Optimize financial resources of both programs and maximize the number of jobs created and income generated, and
- Create sustainable, licit economies in targeted areas selected by both programs.

To achieve these goals, the following activities are being considered for PY2:

- *Develop a cocoa project in Tumaco:* A joint work plan will be developed, including the presentation of the ADAM project and the identification of the private entity as the new MIDAS grantee.
- *Develop shared projects to produce fruits and vegetables* in Huila, Cauca, Tolima and Santander.
- *Develop shared projects to produce specialty coffee* in Huila, Cauca, Tolima and Santander.
- *Design an ECAS program* to instruct teachers on the methodology and apply ECAS to some ADAM cocoa projects. MIDAS and ADAM will develop joint workshops. However, ADAM will be responsible for developing technical protocols for the key productive chains. Both programs will develop and implement a monitoring and evaluation system of ECAS to measure its impact.

For ADAM and MIDAS to complement productive projects in one another's program, both programs will work within the following scheme:

- Jointly structuring and evaluation of projects.

- Identifying activities that are financed by one program, which also support the other program, to avoid duplication.
- Establishing efficient monitoring and evaluation mechanisms. The success of designing and implementing shared agribusiness projects depends on the formulation of an efficient M&E mechanism to report (by sharing or dividing) the achievement of USAID goals.

### Sustainable Forestry

The ADAM Program and the Commercial Forestry Component (CFC) of the MIDAS Program are developing synergies to bring together a joint implementation strategy based on their strengths, common interests and geographic areas. Under this strategy, ADAM will bring its local governance and community development expertise, and MIDAS will introduce certifiable forest management practices, sustainable business development and marketing/value chain expertise. Developing synergies are particularly critical when dealing with Afrocolombian and Indigenous populations. The CFC MIDAS Program considers that the economic benefits generated by commercial forestry activities are insufficient to cover the multiple needs from all community members. ADAM can greatly enhance the benefits through its Municipality Initiatives.

The first project of joint work between ADAM and the MIDAS CFC is currently being implemented in Tumaco with the *Empresa Forestal Comunitaria Bajo Mira y Frontera*. In 2006 ADAM and MIDAS have developed a joint implementation plan to cover not only this community but also three communities within the Monte Bravo region. In 2007 ADAM and MIDAS will carry out the referred to joint strategy under its Municipal Initiatives with specific Activities for each of the beneficiary communities.

**Table 30: Potential Joint Coordination Activities and Type of Support by Program**

Activity	Municipality	Type of Project	ADAM Responsibilities	MIDAS CFC Responsibilities
CIMAT	Tumaco	Value Added processing center	Secure supply from Monte Bravo communities	MIDAS CFC business development, investment, marketing
EFC Bajo Mira y Frontera	Tumaco	Natural Forests management	Organizational strengthening	Introduce certifiable forest management, value chain
Monte Bravo	Tumaco	Natural Forests management	Institutional strengthening, create business alliance with CIMAT	Introduce certifiable forest management, value chain
Novirao	Totoró	Value Added processing center	Improve management of wood processing plant, wood treatment, assistance in plantations management	Develop business & marketing plan, develop new plantations
Uraba		Plantations & agroforestry	Organizational & institutional strengthening	Develop business plan, Develop new plantations
<i>Organización Indígena Antioquia</i>		Natural Forests management	Organizational & institutional strengthening	Business plan, certifiable forest management & harvesting plan implementation, business development
Necocli		Plantations & agroforestry	Organizational & institutional strengthening	Develop business plan, develop new plantations, business development
Cimitarra		Bosque Natural	Organizational & institutional strengthening	Business plan, certifiable forest management/ harvesting plan

## **Small and Medium Enterprises**

The MIDAS SME component and ADAM share several common areas, such as: technical assistance interventions, activities aimed at creating jobs, and both support the strengthening of businesses. All of this justifies creating synergies between both programs. In PY2, ADAM and MIDAS will work together to support processes that strengthen businesses in overlapping municipalities of MIDAS and ADAM with the aim of optimizing the impact that both programs have through synergies created during the intervention phase.

Joint ADAM & MIDAS coordination activities include the following:

- Design and execute an action plan for implementing joint projects that strengthen social and business related initiatives.
- Create guidelines that allow clear mechanisms to be defined for formulating joint projects and sharing information regarding technical assistance service providers for social and business related initiatives.
- Identify and support links between supply and demand.
- Identify potential alliances from the private sector to support programs directed towards the generation / formalization of jobs and business development.
- Support social and business related initiatives distinct from those assisted under the productive projects area of ADAM or those that benefit vulnerable populations.
- The MIDAS SMEC will support the financial sector assistance effort and the non-banking correspondents to be established.

## **Vulnerable Groups**

Specific activities to be coordinated between ADAM and MIDAS, regarding vulnerable groups, are being identified by both programs. MIDAS recently hired a specialist to be responsible for this area and is currently defining MIDAS' scope of work regarding vulnerable groups.

ADAM has prioritized women, youth, afro-Colombians, and indigenous persons within the vulnerable population and continues to find ways for them to be included in activities within ADAM projects.

During the first quarter of 2007, ADAM and MIDAS will identify technical and operational coordination opportunities in common municipalities. ADAM staff has identified citizen participation as a cross-cutting activity that links social, political, institutional, business-associative, and/or community-associative sectors. Additionally, citizen participation works as an element to promote social inclusion of vulnerable groups. ADAM promotes the permanent recognition of the rights and responsibilities of vulnerable groups, as well as territorial, economic, political, cultural, social, and environmental understanding. All these considerations are key elements to determine how to invest in and include these vulnerable populations.

### **iii. OTHER AREAS OF COORDINATION WITH MIDAS**

#### **Regional Office Coordination**

ADAM and MIDAS will coordinate through regional offices to take advantage of their staffs' expertise and diverse experience in the field. The two programs have identified a number of activities that coincide in their target areas<sup>16</sup> and that can benefit from technical and operational coordination of both programs at the regional level. Efforts will be made to identify projects that have potential to achieve greater impact from an integrated ADAM/MIDAS intervention.

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<sup>16</sup> Targeted areas include MIDAS corridors and ADAM municipalities in Huila, Magdalena Medio, Tolima, Putumayo, Cauca, Antioquia, Córdoba, Nariño, and Valle del Cauca.

As both ADAM and MIDAS have regional staff working out of Neiva and Bucaramanga, shared offices will be operational prior to the end of Q1 in 2007. These shared offices will lower operational costs, prevent overlap (in allocation of resources, project implementation, etc.), and ensure efficiency and greater impact of ADAM/MIDAS integrated activities in their areas of influence.

Though other ADAM and MIDAS regional offices will not share space, every office will be considered an ADAM/MIDAS office and be identified as such. This joint “branding” approach is going to take into account that there will be certain level of “specialization” because some offices are going to have only staff from ADAM and in some others, the staff will all belong to MIDAS. In the offices where all the permanent staff is ADAM there will be a work station with internet access available for MIDAS staff traveling in the region. MIDAS staffed offices will provide the same service to ADAM counterparts. To make evident to the public the joint approach of ADAM and MIDAS all offices will display ADAM, MIDAS, and USAID logos at the inner entrance and answer phone call as “USAID funded ADAM/MIDAS programs”. Despite the obvious specialization of ADAM and MIDAS staff in their respective program, all regional staff will have enough knowledge to answer questions about the other program and be able to guide potential clients to specific component and/or department from the other program for further details.

To begin portraying this new ADAM MIDAS regional approach a national workshop with selected personnel from regional offices was held in December 2006 to address the following issues:

- ADAM and MIDAS objectives, components, and operational strategies for a general understanding of both programs.
- USAID branding/marketing guidelines (with support from USAID Communication Office)
- ADAM and MIDAS branding and ways of communication
- Ways of working with *Acción Social* at the regional level
- General public relations and customer service guidelines

### **Monitoring and Evaluation – Information Systems**

MIDAS and ADAM’s Monitoring and Evaluation teams have been coordinating through out program year one to maximize human, technical, and financial resources and to deliver coordinated, timely and reliable reports to USAID. The information resulting from this coordination is becoming increasingly important for internal decision making related to technical initiatives affecting both programs. In the first year, MIDAS and ADAM developed their own information systems, MERA and SIMA, respectively, which respond to each programs’ specific needs. Though the systems operate separately, a technique was created to cross check information, especially overlapping indicators i.e. hectares and beneficiaries. This enables both ADAM and MIDAS to produce consolidated indicator reports. It also enables the programs to notify USAID of double counting in cases where a family may benefit from both programs through different services. The original plan was to cross check the indicators on a quarterly basis. However, in September 2006 ADAM and MIDAS received a request from the mission to develop a proposal that will allow the systems to interface electronically and produce consolidated indicator reports on a real time bases. At the end of October 2006 the teams responded with a joint technical proposal to make this happen (at the time of this writing we were awaiting further direction). Assuming ADAM and MIDAS receive the go ahead from the mission they will begin working on this task in early 2007. It is important to understand if SIMA and MERA interface on a real time basis, official accomplishments toward indicators will still only reported on a quarterly basis.

Additionally, in 2007 ADAM and MIDAS will both expand the resources available on their information systems. Interfacing capabilities of SIMA and MERA will be enhanced to provide

access to relevant information including reports, proposals, geo spatial information, project tracking sheets, calendars of activities, etc. This shared information is intended to be used as a means of increasing knowledge sharing and to improve coordination and planning. All ADAM and MIDAS employees (both regional and Bogotá) will be able to access one another's information systems from any location providing they have high-speed Internet access. Much of the information will also be available to USAID, *Acción Social*, and partners.

To ensure that these coordinated efforts are carried out the joint ADAM & MIDAS M&E Committee formed in PY1 will continue to hold monthly meetings with USAID participation as needed. This committee is comprised of M&E staff and data base experts from both programs, including shared MIS staff.

### **Contracts and Grants**

For the office of Contracts and Grants, PY2 will be the year of implementing and standardizing processes developed during PY1. Contracts and Grants manuals were developed and approved by USAID for the ADAM and MIDAS programs. These manuals have been distributed throughout ADAM and MIDAS and will be implemented by all components.

Even though, the project/sub-project approval processes of both programs are somewhat different, at the end of the process the required information is coming from ADS303 for grants and from the FAR for contracts; for which it is important to ensure that both programs speak the same language and have the same requirements for grantees and/or contractors. Additionally, having uniform and standard requirements will permit the Contracts and Grants Departments to optimize the preparation of contracts and grants.

To achieve this, ADAM & MIDAS's Contracts and Grants departments will focus on the following activities:

- Establish a unique electronic interchangeable platform to share with USAID the information of contracts and grants, for the different processes, including approving grants and contracts.
- Distribute, implement, and follow up the Contracts, Grants and Outreach Manuals.
- Hold monthly meetings between:
  - ADAM and MIDAS Contracts and Grants Staff
  - ADAM & MIDAS Contracts and Grants Management and USAID contracts area.

## **B. IDP2 PROGRAM**

The ADAM Program includes \$20 million for social infrastructure projects to assist internally displaced persons (IDPs). Under the direction of USAID, at the beginning of PY1 ADAM began coordinating closely with the *Displaced and Vulnerable Groups Assistance Program* (IDP2 Program), a five-year, \$116-million USAID-funded program being implemented by PADF and the United Nations International Office on Migration to provide economic and social assistance to IDPs, Afro-Colombians, indigenous populations, and other vulnerable groups. In the first quarter a Technical Coordination Committee was formed between ADAM, PADF and OIM to identify, evaluate, and approve SIF activities targeting IDPs. It was quickly realized that to really be effective the committee needed to be expanded to coordinate with other entities supporting IDPs. This led to the formations of the National Committee for IDPs in April 2006 with permanent participation from *Acción Social*, USAID and CHF, in addition to ADAM, FUPAD and OIM. Since then the Committee has held monthly meetings to: a) identify social infrastructure activities using the ADAM SIF project methodology, b) identify opportunities to involve IDPs in productive sub-projects, and c) employ IDPs as manual labor within ADAM productive sub-projects and other complementary activities.

Throughout PYI year the Committee has approved 26 Social Infrastructure projects to be implemented with ADAM resources. Of these 26, 10 are in the contracting stage and 15 are being formulated. Approval of these activities by the Committee ensures that ADAM IDP initiatives are well coordinated with other activities being carried out by our partners in support of IDPs. In 2007, ADAM will continue to actively participate in the National Committee for IDPs along with all the other members.

## **ADAM SUCCESS STORY**

### **Cocoa Activity in Bolívar**

In the second quarter 2006, after numerous meetings and visits to the municipalities and project sites, 194 families have signed zero illicit crops agreements to begin the project implementation and planting of the cocoa crop. In an exemplary manner, demonstrating its agility and effectiveness, APROCASUR, the project implementer, planted 205 hectares of cocoa in 60 days, surpassing the 71% proposed goal of cultivating 120 hectares during this period.

APROCASUR's effective management of the activity and its agility to advance processes and fulfill established commitments with the beneficiaries has created an environment of confidence with producers. The initial stages of the activity to "Establish 375 hectares of cocoa using agro-forestry models for 250 families of San Pablo and Simiti in the South of Bolívar" has started successfully within the pressures of illegal armed groups, coca producers, and fumigation processes in the region. Today, APROCASUR, through the ADAM program, is institutionalizing the region, facilitating improved governance, and supporting licit economic activities in the region.

Miguel Daza, Manager of APROCASUR said: "Our goal is to establish the cocoa belt in the southern region of Bolívar by eradicating existing illicit crops and reestablishing the presence of the state in the region. We farmers can do it with ADAM's support".

## **C. ACDI/VOCA**

Two meetings were held (October 26 and November 21) between ADAM's AD Component and the ACDI/VOCA technical team to set up policies and guidelines for coordination. As a result of these meetings, ADAM received information about projects that have been implemented in the past and those currently being implemented by ACDI/VOCA in zones where there is potential for duplication of beneficiaries with future ADAM specialty coffee activities. This information has proven especially valuable in formulating specialty coffee activities in Huila. The two organizations agreed to hold coordination meetings as necessary in 2007 to exchange information related to beneficiaries and technical aspects. Plans have been made to coordinate planned ADAM activities in Cauca during the first quarter of 2007.

## **D. GOVERNMENT OF COLOMBIA**

To ensure that ADAM's approach has been linked to other GoC development programs, activities are complementary, and duplication between programs is avoided, ADAM has worked closely with the GoC's *Acción Social/PCI* office. In the initial start-up period, ADAM leadership met regularly with its counterparts in USAID and *Acción Social/PCI* to develop the overall program strategy presented in the first Annual Work Plan for 2006. Throughout PYI, ADAM and *Acción Social/PCI* formed strong work relations and in addition to coordinating on overall ADAM strategy they have been coordinating in several specific areas all contributing to improving programmatic impact and achieving *colombianization*. Several areas of coordination, all of which will continue through 2007 are described below.

- *Acción Social/PCI*, USAID and ADAM jointly facilitated all seven regional rollout presentations for departmental Governors, Mayors and other stakeholders.

- ADAM has been worked closely with *Acción Social/PCI* to assist them in obtaining signed zero illicit crops agreements from the participating governors and mayors. They are also jointly developing a zero licit crops agreements to be used at the *vereda* level and with producer groups, and beneficiaries.
- *Acción Social's* Unit for International Cooperation provided valuable information and contacts to ADAM's public and private alliances (PPA) steering committee from bi-national chambers of commerce, international NGOs, commercial liaisons at embassies and consulates, private foundations and international donor agencies.
- ADAM and the PPA team attended trade fairs in Bogotá and Cali organized by *Acción Social* to gauge private sector interest and connect private companies' social investment objectives to ADAM projects and field activities.
- Both ADAM and *Acción Social's* Infrastructure for Peace Unit coordinate IDP activities as permanent members of the National IDP Committee.
- *Acción Social's* Unit for International Cooperation participated in the Fourth Annual Afro-Colombiano Conference in October. Initiatives will be take in 2007 to involve *Acción Social* in the newly created Institutional Committee for Afro-Colombians to coordinate assistance activities.
- ADAM's Alternative Development team has been working closely with *Acción Social* to identify synergies between their Alterative Development projects. For instance, beneficiaries from *Acción Social's* *Guarda Bosque* Program are participating in ADAM activities in Bolívar (San Pablo), Putumayo (Orito), Antioquia (San Pedro of Urabá), Tolima (Chaparral and Rioblanco). Also, coordination with *Acción Social* made it possible for ADAM to provide continuation to the Forestal Tumaco activity that was originally started as a USAID funded activity implemented by United Nations/*Acción Social*. This type of coordination offers expanded support to beneficiaries and increases programmatic impact and coverage.

# VI. MONITORING AND EVALUATION

On June 10, 2006, USAID approved ADAM's Performance and Monitoring Plan (PMP) and manual. The document describes the systems and procedures to access overall programmatic impact and to track ADAM's performance against contractual indicators and verification activities ensuring that all ADAM areas of intervention are free of illicit crops. Major accomplishments of ADAM's M&E team during program year one included:

- Designed, and put into operation ADAM's information system (SIMA)
- Developed a set of process and impact evaluation tools, including baseline study
- Tracked and reported on the progress made toward ADAM's contractual indicators
- Set up the rules and procedures for a decentralized flow of information with the regional offices and the project implementers
- Developed verification of zero illicit crops and GIS protocols

## A. ADAM's Monitoring and Information System (SIMA)

In PY1, ADAM's Bogotá M&E team with technical assistance from the systems' engineers and input from technical staff designed a web based information system (SIMA – *Sistema de Información y Monitoreo de ADAM*) for data collection, analysis and reporting on process and results indicators. This tool was developed to allow systematic data gathering, analysis and reporting of relevant information for all ADAM activities while generating necessary alerts and process indicators for timely decision making.

SIMA was designed as a decentralized system, where implementers directly enter into the system the progress made through their subprojects and field activities, while quality control reports analyses and spot checks are made by M&E specialists in each region with the guidance and support from the central M&E team. With a set of user profiles stakeholders can access various parts of the system to enter and/or look up information according to their needs and interest. Logins and passwords have been distributed to ADAM staff, project implementers, and USAID.

Great care was taken to make SIMA a users' friendly system so that users in the field can easily learn how to use it and become comfortable with the data entry requirements. In addition, one of the main features of this system is the generation of real-time reports in which progress and results attained under ADAM are reflected as the information is updated. Reports showing both progress on individual subprojects and consolidated ADAM results can easily be generated. Similarly a wide range of reports can be produced taking into consideration various levels of desegregation, like gender, geographic area, types of crops, etc.

SIMA has three primary programmatic data modules to track program results and respond to the needs of ADAM, these include: 1) Alternative Development Productive sub projects, 2) Social Infrastructure Fund Projects and 3) Local Government. At the time of this writing the Alternative Development and Social Infrastructure modules were completed and fully operational while the local government module is expected to be fully operational in January 2007. The system also contains a fully operational module to report on trainings/workshops and a monthly activity planner for regional offices. Additional modules can be added to SIMA as needs are identified. For instance, ADAM's systems engineers are currently adding a section to register events that receive ADAM financial and or technical assistance. SIMA is a live system and improvements will be made as identified throughout the life of ADAM.

## **B. Additional Evaluation Processes and Tools**

Complimentary to the quantitative process and results indicators tracked through SIMA, ADAM's M&E team has developed a set of qualitative surveys to assess the opinions and receive feedback from program beneficiaries and implementers. The information gathered through these instruments will provide additional information about how activities are progressing, discover potential bottlenecks in the field, and provide an overall perception of program implementation. Summary reports on findings combined with those of SIMA will be shared with the technical departments and USAID for management decision making purposes.

In addition, a findings-report format has been developed with the purpose of reporting any unusual or out of track situation occurring under any given subproject that may affect its successful completion. This format was developed so either project implementers or ADAM technical staff can issue timely alerts on any given situation that deserves special attention. This report will be introduced in SIMA and automatic e-mails will be sent to ADAM's senior staff to call their attention to the situation.

Finally significant progress toward ADAM's impact evaluation was attained during program year one. The impact evaluation methodology was constructed in a collaborative effort with IICA and a consultant who is an expert in statistics and creating baseline studies. Technical staff from Alternative Development and Local Governance also made significant contributions in developing the methodology. The methodology mirrors the Program's model of intervention. It presupposes that integrated ADAM strategy implemented in targeted regions by combining alternative development and local governance interventions will bring about larger economic, institutional and social impact than will be accounted for by merely measuring traditional results indicators. Impact is associated with changes in local conditions such as employment, quality of life standards, citizen participation, institutional strengthening of local organizations, and local economic dynamics. To track the impact over time the methodology calls for a baseline to be followed-up by surveys to be conducted in all regions targeted by ADAM projects. Information gathered will be compared with secondary information from non- targeted municipalities (control group). All instruments to collect the base line information have been developed and will be tested in a pilot exercise at the end of January 2007, in the area surrounding the productive nucleus of the cacao project in Simití and San Pablo (Bolívar). The instruments include household surveys, enterprise surveys, in-depth interviews with relevant actors, and panels of experts. Once this pilot exercise is completed improvements and adjustments will be made to the methodology as necessary so baselines can be conducted in all ADAM municipalities beginning before the end of first quarter of 2007.

## **C. Promoting a Cross-Cutting Monitoring and Evaluation Culture**

An important aspect in assuring successful monitoring and evaluation of any project is the shared responsibility and commitment of all stakeholders verifying the information, generating the necessary alerts and notifications and using the information for appropriate decision-making. In this regard ADAM's M&E team has dedicated considerable time to disseminate the M&E tools, processes, requirements and of course SIMA to all ADAM staff, project implementers and USAID. The following initiatives to create awareness of the shared responsibility and to assure effective M&E were taken during PYI:

- During the construction of SIMA, numerous meetings were held with the ADAM technical staff.
- User names and passwords for SIMA have been distributed to over 50 members of ADAM staff, four project implementers, and four members of USAID.
- A SIMA user's manual on the productive projects module was created and disseminated.
- SIMA workshops on SIMA were conducted for all Bogotá and regional technical staff.
- All project implementers to date have received SIMA training and receive ongoing assistance to assure accurate use of the system

- Twenty four indicators were identified and constructed with the Local Governance team to ensure the systems captures programmatic impact generated by the component.

Through out PY2 and the remainder of ADAM, the M&E team will continuously work to involve stakeholders in Monitoring and Evaluation activities and remind them of their responsibilities.

## ADAM SUCCESS STORY

### LOW-INCOME HOUSING PROJECT FOR THE DISPLACED AND VULNERABLE POPULATION IN THE MUNICIPALITY OF PASTO

In 2004, the UNHCR, the governor's office of Nariño, the diocese of Pasto reestablished the housing program within Nariño's Integrated Plan for Reestablishment (PIUR -*Plan Integral Único de Restablecimiento*), to address the large displaced population in Pasto. The Diocese of Pasto donated land to the program and the UNHCR and governor's office funded the funded. Initially, the program constructed of 100 houses, but after the mayor's office in Pasto, MAVDT, and the UNIOM began actively participating in the program, coverage doubled to 203 families.

Through National Committee for IDPs, ADAM will assist the PIUR by constructing an aqueduct and sanitary sewage system to support the housing program, Juan Pablo II. ADAM and OIM gained approval of the activity through the National Committee for IDPs. as its objectives match the assistance goals for ADAM with regard to IDPs. Juan Pablo II is an excellent example of ADAM's assistance activities for IDPs where the community is involved in the formation and implementation and ADAM, various GoC entities, and internation organizations are working together to realize their share goals.

## D. Environmental Evaluation

As stated in the approved PMP all ADAM projects will be evaluated with regard to their environmental implications. To this end ADAM will follow the procedures and recommendations set forth by USAID in the *Sistema de Gestión Ambiental (SIGA)*. The ADAM M&E team attended a full day workshop with USAID on November to learn how to use the SIGA and will now begin using the system. Environmental reviews for the first ADAM productive subprojects were done in the previously used word formats and submitted to USAID.

## E. Verification of Zero Illicit Crops

The ability to carry out accurate verification of zero illicit crops is critical to the success of ADAM as an Alternative Development program. During PY1, ADAM's Strategic Planning Coordinator (SPC) with significant input from the Alternative Development team, *Acción Social*, and USAID, developed verification protocols that were approved in the PMP. In accordance with the ADAM contract, activities will not begin to be implemented until all beneficiaries have signed zero illicit crops agreements and each productive nucleus is verified to be free of illicit crops. A productive nucleus is a group of farms within a *vereda* (or perhaps multiple *veredas*), whose outermost boundaries are defined by ADAM beneficiaries, but might include non-participants. ADAM's Strategic Planning Coordinator (SPC), in coordination with the M&E team, oversees ADAM's verification process, which takes place in the field to ensure the quality and consistency of the information collected. An Information Systems Specialist in each Regional Office directly supervises the collection of the information and draft verification reports for each ADAM productive activity. Personnel of the producer association or other implementing group, familiar with the potential zones of intervention and people in the *veredas*, will collect the information. Verification reports will be drafted in the regional offices and sent to the Bogotá office using ADAM's M&E system. SIMA. The SPC will consolidate the information received from the field and complete a verification report for each ADAM productive activity.

Accomplishments during Program Year One:

- Zero illicit crop agreements signed for 8 departments and 62 municipalities.
- Protocols approved for the verification of “free of illicit crops” areas and to ensure they remain illicit free (details in the PMP).
- Training on ADAM’s verification procedures was conducted for the Bogotá and Regional ADAM staff.
- Acquisition of GPS units and software to collect geographical data of beneficiaries and illicit free areas.
- ADAM’s verification process began for the cocoa project in San Pablo and Simití in Sur de Bolívar and for milk activity in three municipalities in Nariño.

## **F. Geographic Information System**

Geographical Information plays an important role in ADAM as a tool for analysis and planning for the formulation and implementations all ADAM initiatives, especially productive activities. GIS provides valuable information for technical consultations regarding soil conditions, identification of illicit crops, water resources, populated areas, reserves, etc. An important role of GIS will be to identify the location of each ADAM beneficiary of all productive activities and the location of licit hectares created and maintained.

GIS activities are being closely coordinated with MIDAS and all information collected and created by each program will be completely shared.

During PYI it was decided that ADAM and MIDAS’s geographic information systems will draw from primarily from two sources 1) cartographic information already available in Colombia that provides useful information for formulating and implementing ADAM activities in targeted ADAM municipalities and 2) primary information collected through ADAM for use in verification of zero illicit crops and for identifying beneficiaries and illicit free hectares. Though cartographic information is already available and being used, the GIS system will not be completely operational until the second quarter of 2007 and be available for consultation through SIMA.

Accomplishments during PYI:

- In coordination with MIDAS, visits were made to national and regional entities to collect available cartographic information for ADAM targeted municipalities. From this effort 108 maps are now available offering an array of information pertaining to the departments of Antioquia, Bolívar, Cauca, Córdoba, Huila, Nariño, Putumayo Santander and Tolima.
- Assistance was received from a GIS expert from ARD’s home office to set up the GIS strategy for ADAM and MIDAS. The plan of action will define the design stage of the GIS system in 2007.
- Software was identified and procured to manage cartographic information by regional offices and in Bogotá.
- A pilot exercise was carried out in the municipality of Iles using GIS units to verify zero illicit areas and mark beneficiaries.
- Numerous maps have been produced for reports, presentations, and the formulation of activities.

## G. Monitoring & Evaluation, Verification & GIS Tasks for PY2

The Table below describes the ongoing monitoring and evaluation and verification and GIS activities for year two, as described in detail in ADAM's PMP.

**Table 30:** PY2 M&E, Verification, and GIS Activities

Activities 2007	Actions/Tasks	Responsible
Performance and Monitoring Plan	Update as appropriate the PMP submitted in year one.	M&E Team
Training Activities	Continue training regional offices, Project implementers, ADAM's main office staff and other stakeholders as necessary in the use of SIMA.	M&E Team
	Conduct training workshops as necessary with ADAM staff, including regional offices and the local M&E specialists on any SIMA updates, new evaluation tools, processes or procedures, and feedback to improve M&E activities.	M&E Team
Day to day application of SIMA for activity monitoring	Provide assistance to regional M&E specialists and project implementers as necessary, in the data gathering, tracking and entry procedures as required by SIMA.	M&E Team, regional M&E specialists
	Information gathering of all subprojects and additional ADAM activities through SIMA.	Project implementers, regional offices, M&E team
	Issue timely alerts on potential critical situations happening in any given subproject.	All ADAM staff and Project implementers.
	Apply participants and individual workshop evaluation formats to all trainings under ADAM and register the corresponding information in SIMA.	Implementers, ADAM personnel at all levels, M&E team
	In field-application of process evaluation instruments for alternative development, local governance and SIF activities, to complement SIMA reports.	M&E Team, regional M&E specialists
	Introduce and capture process indicators in all data modules within SIMA.	M&E Team
	Keep track of project timelines and benchmarks in all three components (LG, SIF, AD).	M&E
	Coordinate with the budget officer to track the financial state of all LG, AD and SIF subprojects.	M&E Team, Budget officer
	Maintain, update and make improvements to SIMA as required.	Data base manager and systems analyst
Follow-up to ADAM's Annual Work Plan	Permanent coordination between the M&E team and the Programming officer in tracking the annual work plan and generating any necessary alerts.	M&E Team, Programming Officer
	Analyze and develop if necessary a module within SIMA to specifically track the activities set up in the annual work plan.	M&E Team, Programming Officer
Reports and Communication	Retrieve from SIMA and submit to USAID 4 quarterly reports on ADAM's progress toward contractual indicators.	M&E Team
	Submit annual M&E report to USAID.	M&E Team
	Generate ad-hoc reports as requested by USAID and ADAM management.	M&E Team
	Design and distribute an internal M&E quarterly informative bulletin.	M&E Team, Communication specialists

	Disseminate SIMA results and alerts with all ADAM staff on a permanent basis to increase the organization's awareness toward a shared responsibility over the Program's monitoring and follow-up activities.	M&E Team
Impact Evaluation	Data gathering and construction of baselines in each municipality targeted by an ADAM project.	M&E Team, IICA
	Internal seminar to disseminate the results found in the baseline exercise.	M&E Team, IICA
	Develop quarterly case studies to assess the advantages and shortcomings of ADAM's model of intervention and provide recommendations.	M&E Team
Environmental Evaluation	Use SIGA for all environmental monitoring related to ADAM's subprojects.	Environmental official for LG,AD,SIF, regional offices, M&E team, project implementers
	Enter progress information on indicators from specific subprojects in SIGA.	M&E Team
Verification Processes for Illicit crops	Perform the verification process for all ADAM projects that will be executed in 2007.	Specialists in information systems in regional offices.
	Develop a protocol to verify the information that is collected by projects implementers.	Strategic Planning Coordinator for Verification (SPC)
	Make periodic supervision visits to monitor for illicit crops in the productive subprojects.	SPC
	Coordinate with the United Nations for their verification of licit free <i>Veredas</i> involving ADAM activities.	SPC
	Ensure that "cero-illicit" agreements are signed with the communities where the ADAM productive sub-projects are executed.	SPC
	Ensure that "cero-illicit" agreements are signed with the each of the family that benefits from productive projects.	SPC
GIS related activities	Operationalize Geographical Information System.	SPC
	Elaboration of Atlas of PY2 ADAM Municipalities.	Specialists in information systems in regional offices
	GIS systems management training for ADAM Bogota and regional staff.	SPC
	Elaboration of cartographic reports on indicator to include with quarterly reports and for the coordination with MIDAS.	SPC
	Publication of the cartography in SIMA identifying productive nuclei.	SPC
	Publication in SIMA of the cartography produced by the ADAM's GIS.	SPC
	Publication of maps showing the location of ADAM beneficiaries. Exchange of coordinates with Social Action, MIDAS, USAID and the United Nations.	SPC
Coordination ADAM-MIDAS	Monthly meetings of ADAM-MIDAS M&E committee to share best practices, lessons learned and in-field experiences attained.	ADAM and MIDAS M&E teams
	Implement data sharing procedure between both programs' databases to identify and report on any potential overlaps or shared beneficiaries.	ADAM and MIDAS M&E teams, systems engineers

# VII. ADAM & MIDAS SHARED FUNCTIONS

At the beginning of PYI, ARD/Colombia set up shared services to provide administrative, financial, and security to both ADAM and MIDAS. In June, at the request of USAID, ARD added a Communications and Outreach office as an additional shared service; however in December 2006, USAID reconsidered this request and instructed ADAM and MIDAS to manage separate but coordinated C&O offices.

In the Administration, Controller, and Security functions, there is clear justification for combined departments based on financial and operational considerations. The cost of combined departments is less than separate offices and there are significant efficiency and effectiveness improvements realized via combining these functions. These services are managed by the COPs of both programs with each COP being ultimately responsible the services as follows:

- Administration: MIDAS COP
- Finance Controller: ADAM COP
- Security: ADAM COP

Management of the combined functions between the COPs enhances cooperation and coordination as COPs must serve the needs of the other. Following is some of the justification for managing the shared functions between ADAM and MIDAS:

- Both programs will be located in the same office building
- Administrative and controller procedures can be unified, and the same operating manuals and procedures can be developed and utilized in both programs
- Implementation of a unified technology infrastructure such as servers, IT personnel, security systems, accounting software, etc. for the two programs minimizes costs
- Better capacity to negotiate with providers
- Processing of financial information via one integrated ARD accounting system results in very standardized USAID invoices and management reports
- Legal council to a centralized administrative office is more cost effective and efficient
- Common security procedures are more easily developed and enforced

## **A. ADMINISTRATION**

In Program Year One the Administration team played a critical start up role for ADAM and MIDAS making it possible for technical staff to begin doing their jobs. The administration team itself comprises of a team of professionals working to attend to the needs of the programs in the following eight areas: Human Resources, Regional Office Support, Management Information Systems, Procurement, Travel, Events and Logistics, and General Services. Some of the administrative highlights for PYI that demonstrate the magnitude of work this department is responsible for include:

- Contracted 222 full time local hire employees and 18 consultants as of the end of October 2006.

- Played a major role opening, staffing and equipping ADAM MIDAS regional offices in the cities of Pasto, Popayán, Ibagué, Neiva, Barranquilla, Cali and Medellín (Regional offices in Puerto Asis, Bucaramanga and Caucaasia are administered by PADF).
- Is handling airline and hotel reservations for an average of 300 business trips a month.
- Providing vital MIS and logistical support daily to all ADAM MIDAS staff located in four Bogotá offices and seven regional offices.

Though the Administration team is functioning well, they will face challenges in 2007 in efforts to improve support required by ADAM MIDAS operations. Some of the main challenges will include:

- Open and equip new central office to accommodate all ADAM MIDAS Bogotá staff in one location before the end of the first quarter in 2007.
- Ensure that all staff understand administrative procedures and regulations and receive the necessary support to carry out their responsibilities as efficiently as possible.
- Ensure that annual performance evaluations are performed for the entire ADAM MIDAS staff as they complete their first year of employment.
- Design or procure software for making travel arrangements and events more efficient.
- Set up in-house travel agent in ARD's Bogota office to lower expenses and improve service. Arrangement has been made with travel agency to assign one of their staff to work out of ARD office on a full time basis.
- Perform verification of all inventory which includes approximately 2,000 assets either transferred from CAPP, DLGP, previous USAID operators or procured directly with ADAM and MIDAS funds

## **B. FINANCE – CONTROLLER**

The Controllers office performs the necessary function of ensuring that all financial transactions are performed within ARD Inc., USAID and the Government of Colombia rules and regulations. Considering ADAM and MIDAS (including CAPP) have a combined budget of around US \$ 375 million, the Controllers office has tremendous responsibility. During PY1 the Controller put together a team of professionals to carryout accounting, review and process vouchers, make payments and perform audits. The work load for the Controllers team has steadily increased through out the first year and will continue to increase throughout PY2 as the implementation of both ADAM and MIDAS activities through contracts and grants picks up pace. By the middle of PY2 ADAM and MIDAS expect to have combined burned rates of approximately eight million dollars a month.

### Accomplishments

- Completing monthly accounting report and sending to the home office by the second working day of the following month
- Reducing payment of invoices to 4 days
- Processing on average over 5,000 vouchers a month
- Writing controllers manual to establish financial procedures and train staff

To prepare for the increase work load in 2007 some of the most important objectives for the coming year include:

- Standardize the process for reviewing reimbursements and liquidations of advances for grants and contracts for both ADAM and MIDAS
- Increase number of payments made electronically
- Provide training to accountants of grant recipients to ensure they have the ability and knowledge to follow required regulations as necessary
- Provide reliable information to programming units to use for budgeting and projections
- Perform internal audits to make sure all administrative and financial operations are conducted according to the rules and regulations and to take initiatives to improve effectiveness and efficiencies

## C. SECURITY

ARD is well aware of the risks involved in carrying out ADAM and MIDAS and therefore treats security very seriously. The safety and well being of all staff is the top priority. During PY1 ARD Inc. out sourced security to Honor and Laurel who assigned a full time Security Official to handle the day-to-day and long-term security needs of the company. The company also provides additional services such as guards and a 24-hour emergency call center. Through risk assessments it was determined that the top two risks for ADAM and MIDAS are travel related kidnappings and the threat of terrorist attacks on ADAM MIDAS offices either in Bogotá or in the regions. Considering this, great attention has given to setting up security procedures related to travel and ensuring that offices take the necessary steps to mitigate potential attacks.

In program year one many accomplishments were made including:

- Risk assessment of entire ADAM MIDAS operations
- Security procedures manual designed and written
- Security related travel approval process developed and put in place
- Vetting of new employees
- Security briefings for all international visitors, including home office staff and consultants
- Risk assessments of five office buildings in Bogotá and four regional offices
- Training of staff in basic security and safety procedures

In addition to routine security responsibilities Challenges for Program Year Two include:

- Update security procedures manual based on what has been learned during PY1
- Train all tech staff in in-depth security related travel protocols
- Secure new Bogotá office including procedures and physical systems (visitors' policy, alarms, evacuation procedures, fire extinguishers, etc.)
- Improve security of information in coordination with MIS staff
- Ensure that regional offices comply with security and safety regulations

# ANNEX A: ADAM Municipal Initiative Simití

## ADAM MUNICIPAL INITIATIVE – SIMITI (BOLIVAR)

The ADAM Municipal Initiative for Simití is a perfect example of the integration between productive activities, local governance strengthening efforts, and the construction of infrastructure activities.

The starting point for the Simití Municipal Initiative is the cacao project, which provides a competitive economic option for the project implementer, the *Asociación de Productores del Sur de Bolívar* (APROCASUR), and its members. ADAM's intervention on the productive side has three parallel and simultaneous approaches. First, through APROCASUR, the Program will provide funds to establish and maintain cocoa crops. Second, ADAM will guide the association's institutional strengthening process to provide better technical assistance and extension services to its affiliates. Finally, the ADAM Program will work with local grassroots organizations to improve a road connecting the *corregimientos* of San Blas and San Joaquín and the construction of a sanitary unit in the Educational Center in the *corregimiento* of El Garzal. The road will reduce transportation costs for products and enable cocoa farmers to take their produce to the group's storage facility for later sale. The sanitary units, on the other hand, will help improve living conditions and education standards for school children who belong to families that participate in the productive activity.

These intervention lines help recognize which LG strengthening activities are required for Simití. For instance, the most obvious one is the fact that the municipal administration is not participating in the cacao productive activity. This is due to a lack of planning capacity in the municipality. ADAM will help the local government strengthen its development planning ability by assisting in the formulation of the Municipal Development Plan for 2008-2011. By doing this, the Program will help the local administration develop strategies to strengthen territorial integration in the municipality. Identifying the need to assist in municipal-level planning exercises help establish other fronts in which the Program plans to contribute. For example, ADAM's intervention in municipal planning leads the Program to participate, on one hand, in institutional development and citizen participation activities, and, on the other, in municipal finance and revenues and public services. Program work in the first two components is focused on strengthening community grassroots organizations, improving community participation scenarios, and assisting in municipal coordination to improve relationships between the municipal administration and citizens. The second group concentrates on working with the local government in financial planning, land titling, and public service provision.

By the time the Program exits Simití, ADAM will have promoted and created a favorable institutional environment that contributes to the sustainability and replication of the Initiative. ADAM will have reached its Municipal Initiative objectives in Simití: a) strengthening local economic markets; b) reinforcing the social and political environment of the municipality, c) supporting a more active and efficient municipal administration, and d) facilitating legal and sustainable employment.

The following tables include detailed information on the status of ADAM's planned intervention in Simití:

**Table 31: ADAM Municipal Initiative Process In Simití**

PHASES		ADAM MUNICIPAL INITIATIVE PROCESS				
Introduction Phase	<b>Roll-Out Presentations / Meetings and Receive Departmental and Municipal Buy-In of ADAM</b>	Q1	Q2	Q3	Q4	
	Departmental roll-out presentation	Completed				
	Municipal roll-out meetings	Completed				
	Obtain zero-illicit crop agreements from governors and mayors through <i>Acción Social</i> .	Completed				
	<b>Technical Assessment – Structuring the ADAM Initiative</b>					
	Formation of the ADAM Technical Committee	Completed				
	Identify opportunities for ADAM activities (AD, LG, Vulnerable Groups and SIF).	Completed				
	Assess existing organizations and potential partners	Completed				
Collect pertinent information, exchange ideas and solicit feedback	Completed					
Consensus-Building Phase	<b>Consensus Building</b>					
	Hold assemblies with communities, community leaders, local organizations, inter-institutional committees and potential partners	Completed				
	Build consensus, identify and prioritize needs, assess potential activities, nuclei and organizations.	Completed				
Structuring Phase	<b>Define ADAM Initiative</b>					
	Analyze and integrate all ADAM activities (AD, LG, Vulnerable Groups and SIF).	Completed				
	Cost assessment and budgeting	Completed				
	Map all initiatives according to the identified area (AD, LG, Vulnerable Groups and SIF)	Completed				
	<b>Technical Support</b>					
	Review and improve technical approaches	Completed				
	<b>Integration of ADAM activities</b>					
Write integrated ADAM Municipal initiative	Completed					
Presentation Phase	<b>Final Review</b>					
	Technical Review of the Municipal Initiative	Completed				
	<b>Presentation and Submission of ADAM Initiative to USAID</b>					
	<b>USAID Approval of ADAM Initiative</b>					
	Technical review and comments	Completed				

**Table 32: Planning Matrix for the Cocoa Activity in Simití**

PRODUCTIVE ACTIVITY PROCESS - SIMITI									
Consensus-Building Phase	<b>Consensus Building</b>					Q1	Q2	Q3	Q4
	Pre-identification of productive alternatives and nucleus	Completed							
	Identification of producers' organizations	Completed							
	Identification of potential marketing agreements / buyers	Completed							
	Identification of the existing productive value chain	Completed							
Structuring Phase	<b>Structuring the Productive Activity</b>								
	Final selection of beneficiaries & productive nucleus	Completed							
	<b>Formulation</b>								
	Complete technical documentation and presentation of productive activity	Completed							
	<b>Presentation</b>								
	Present the productive activity to ADAM senior management	Completed							
	Final adjustments to the productive activity	Completed							
Submission to USAID	Completed								
Implementation	<b>Activity Set-up</b>								

<b>and monitoring phase</b>	Contract signed with the implementer	Completed			
	Regional Technical Committee formed	Completed			
	ADAM's illicit crop verification process				
	Zero coca agreements signed				
	<b>Implementation of the Productive Activity</b>				
	Contract technical personnel				
	Provide training to technical personnel				
	Prepare cocoa fields				
	Visit beneficiaries				
	Distribute vegetal material				
	Establish cocoa fields				
	<b>Management of the Productive Activity</b>				
	Technical maintenance of cocoa fields				
	Establishment of ECAS				
	Inclusion in micro-credit fund				
	Marketing agreement established & signed				
	Implementer submits progress reports on technical activities				
	Ensure timely submission of reports and results				

**Table 33: Planning Matrix for LG Activities in Simití**

<b>LG ACTIVITIES – SIMITI</b>					
<b>Component</b>	<b>Activities</b>	<b>2007</b>			
		<b>Q 1</b>	<b>Q 2</b>	<b>Q 3</b>	<b>Q 4</b>
<b>Municipal Finances &amp; Revenues</b>	<b>Assess Fiscal Soundness</b>				
	Support annual financial planning for the municipality				
	Support financial soundness processes and re-design the municipal structure				
	<b>Create Local Tax Capabilities</b>				
	Formulate the municipal fiscal base and support the land titling process				
<b>Citizen Participation &amp; Vulnerable Groups</b>	<b>Strengthening Organizations of Vulnerable Groups</b>				
	Support institutional strengthening processes for vulnerable groups, focusing on youth and women (councils and consolidate vulnerable groups' municipal networks), to build a common identity.				
	Institutional, economic, organizational, and political strengthening of youth groups, from the <i>vereda</i> to the municipal level.				
	Institutional strengthening of youth groups at the regional level and consolidate the municipal youth council in Simití				
	<b>Promote the Inclusion of Vulnerable Groups</b>				
	Inclusion of vulnerable groups in institutional and economic arenas.				
	<b>Complete a Municipal Social Map</b>				
	Social characterization in the municipality				
	<b>Improve Community Communication Processes</b>				
	Design, implement, and evaluate a community communication process to strengthen producer groups.				
Strengthen citizen participation processes					
<b>Public Services</b>	<b>Create Community Public Service Providers</b>				
	Strengthen the community public service provider: <i>Integrin</i> software package, business management (Simití, Santa Rosa)				
	<b>Strengthen Urban and Rural Public Services Companies</b>				

	Implement a water-loss study (including the urban area of Santa Rosa del Sur)				
	<b>Support Department-Level Water Programs</b>				
	Implement a water conservation program in the rural areas: citizen oversight, basic sanitation, and healthy environment.				
	Create the aqueduct management board for the <i>corregimientos</i> of Monterrey and San Blas				
<b>Institutional Development</b>	<b>Improve Community Radio Stations</b>				
	Implement Phase II of the Community Radio Stations Program				
	<b>Strengthen Municipal Associations</b>				
	Assist and support the <i>Asociación de Municipios del Sur de Bolívar</i>				
	<b>Improve Municipal Coordination</b>				
	Support the formulation of a <i>vereda</i> development plan (6 <i>veredas</i> )				
	<b>Strengthen JACs and their Networks</b>				
	Strengthen <i>Juntas de Acción Comunal</i> , <i>Asociaciones de Juntas</i> , and the creation of a JAC network in Sur de Bolívar				
	Support the municipal strengthening process of the <i>Personería</i> in its task to promote citizen oversight and public interest				
<b>Municipal Planning</b>	<b>Strengthen the Municipal Planning Systems</b>				
	Establish the Municipal Planning System				
	Support fiscal management and accountability sessions				
	<b>Formulate Municipal Development Plans</b>				
	Assist in the formulation of the Municipal Development Plan 2008 – 2011, emphasizing on the territorial integration of the municipality.				
	<b>Support Municipal Agricultural Plans</b>				
	Assist in the formulation of the Municipal Agricultural Plan to expand the cocoa producing chain				
<b>Municipal Councils</b>	<b>Utilize <i>Viernes del Concejal</i> to Provide Training Programs</b>				
	Train the municipal councils in political oversight processes				
	Support local initiatives to strengthen municipal political oversight processes				
<b>Citizen Security &amp; Convivencia</b>	<b>Formulate Municipal Security Plans</b>				
	Support the implementation of culture, <i>convivencia</i> , and rural <i>convivencia</i> plans				
	Implementation of culture, <i>convivencia</i> , and rural <i>convivencia</i> plans				

**Table 34: Planning Matrix for 2 SIF/ADAM Activities in Simití**

SIF/ADAM ACTIVITIES IN SIMITI		Q 1	Q 2	Q 3	Q 4
<b>Improvement to the road connecting the <i>corregimientos</i> of San Blas and San Joaquín.</b>	Consensus Building				
	Project Formulation				
	Contracting				
	Formalizing the Grant				
	Implementation				
	Financial and technical monitoring				
	Completing the project				
<b>Construction of a sanitary unit in the Educational Center in the <i>corregimiento</i> of El Garzal.</b>	Consensus Building				
	Project Formulation				
	Contracting				
	Formalizing the Grant				
	Implementation				
	Financial and technical monitoring				
	Completing the project				

# ANNEX B: Projections of AD Activities in 2007

## Group I: 30 Municipalities

DEPT	MUNI	PARTNER	BUDG \$	FAMILIES BY QUARTER 2007					PROJECTED IMPACT		
				Q1	Q2	Q3	Q4	TOTAL	HAS	JOBS	SALES \$
Nariño	Cuaspud	ARD	393,883	143	157			300	151	129	74,695
Nariño	Iles	ARD	388,826	150	150			300	148	126	73,211
Nariño	Potosí	ARD	403,559	135	165			300	153	130	75,684
Nariño	Tumaco	ARD	675,542		450	450		900	1,950	571	237,965
Cauca	Caldono	ARD	510,000		150	150		300	300	128	74,530
Cauca	Patía	ARD	223,584	230	70			300	300	1,248	459,428
Cauca	Silvia	ARD	483,139	200	100			300	600	59	296,800
Cauca	Totoró	ARD	850,000	250	250			500	1,200	22	116,667
Cauca	Almaguer	ARD/IICA	510,000		150	150		300	300	222	46,366
Cauca	La Sierra	ARD/IICA	510,000		150	150		300	300	222	46,366
Cauca	La Vega	ARD/IICA	510,000		150	150		300	300	222	46,366
Cauca	Rosas	ARD/IICA	510,000		150	150		300	300	222	46,366
Cauca	Cajibío	ARD/CCI	510,000		150	150		300	300	222	46,366
Cauca	El Tambo	ARD/CCI	510,000		150	150		300	300	222	46,366
Cauca	Morales	ARD/CCI	510,000		150	150		300	300	222	46,366
Cauca	Piendamó	ARD/CCI	510,000		150	150		300	300	222	46,366
Cauca	Popayán	ARD/CCI	510,000		150	150		300	300	222	46,366
Cauca	Timbío	ARD/CCI	510,000		150	150		300	300	222	46,366
Huila	Isnos	ARD	560,393	100	100	100		300	300	241	71,890
Huila	La Plata	ARD	462,070	330				330	330	265	79,079
Huila	Pitalito	ARD	579,037	150	150			300	300	241	71,890
Bolívar	San Pablo	PADF	632,331	112	118	120		350	1,050	693	
Bolívar	Simití	PADF	632,331	112	118	120		350	1,050	693	
Santander	El Carmen	PADF	848,903	200	200			400	1,200	660	168,933
Santander	Landázuri	PADF	1,150,180	225	225			450	1,350	743	190,050
Santander	San Vicente	PADF	1,251,653	250	250			500	1,500	825	211,167
Antioquia	Arboletes	PADF	711,180	114	93	93		300	1,008	745	
Antioquia	Nechí	PADF	574,297	50	125	125		300	950	378	
Antioquia	San Juan	PADF	530,921	124	88	88		300	836	618	
Córdoba	Montelíbano	PADF	671,517	157	156			313	939	179	
<b>TOTALS</b>			<b>\$17,633,345</b>	<b>3,032</b>	<b>4,616</b>	<b>2,745</b>	<b>0</b>	<b>10,393</b>	<b>18,615</b>	<b>10,914</b>	<b>\$2,665,650</b>

## GROUP 2: 32 Municipalities

				FAMILIES BY QUARTER 2007					PROJECTED IMPACT		
DEPT	MUNI	PARTNER	BUDG \$	Q1	Q2	Q3	Q4	TOTAL	HAS	JOBS	SALES \$
Nariño	Aldana	ARD	510,000		150	150		300	300	102	53,236
Nariño	Contadero	ARD	510,000		150	150		300	300	102	53,236
Nariño	Guachucal	ARD	510,000		150	150		300	300	102	53,236
Nariño	Ipiales	ARD	510,000		150	150		300	300	102	53,236
Nariño	Puerres	ARD	510,000		150	150		300	300	102	53,236
Nariño	Pupiales	ARD	510,000		150	150		300	300	102	53,236
Putumayo	Orito	PADF	849,308	152	150	150		452	681	154	19,857
Putumayo	Puerto Asís	PADF	849,308	152	150	150		452	681	154	19,857
Putumayo	Pto Caicedo	PADF	849,308	152	150	150		452	681	154	19,857
Putumayo	San Miguel	PADF	849,308	152	150	150		452	681	154	19,857
Putumayo	Valle del Guamuez	PADF	849,308	152	150	150		452	681	154	19,857
Putumayo	Mocoa	PADF	849,308	152	150	150		452	681	154	19,857
Putumayo	Vilagarzón	PADF	849,308	152	150	150		452	681	154	19,857
Huila	Algeciras	ARD/CCI	510,000			150	150	300	300	91	16,619
Huila	Nátaga	ARD/CCI	510,000			150	150	300	300	91	16,619
Huila	Pital	ARD/CCI	510,000			150	150	300	300	91	16,619
Huila	Rivera	ARD/CCI	510,000			150	150	300	300	91	16,619
Huila	Tarqui	ARD/CCI	510,000			150	150	300	300	91	16,619
Tolima	Ataco	ARD/IICA	510,000		150	150		300	600	222	
Tolima	Chaparral	ARD/IICA	510,000		150	150		300	600	222	
Tolima	Ortega	ARD/IICA	510,000		150	150		300	600	222	
Tolima	Planadas	ARD/IICA	510,000		150	150		300	600	222	
Tolima	Rioblanco	ARD/IICA	510,000		150	150		300	600	222	
Tolima	Roncesvalles	ARD/IICA	510,000		150	150		300	600	222	
Tolima	San Antonio	ARD/IICA	510,000		150	150		300	600	222	
Bolívar	Cantagallo	PADF	340,000		100	100		200	600	177	
Bolívar	Santa Rosa	PADF	510,000		150	150		300	900	425	
Santander	Bolívar	PADF	510,000		150	150		300	900	317	72,400
Santander	Cimitarra	PADF	510,000		150	150		300	900	317	72,400
Santander	Puerto Parra	PADF	510,000		150	150		300	900	317	72,400
Antioquia	Cáceres	PADF	510,000		150	150		300	900	422	
Antioquia	San Pedro de Urabá	PADF	510,000		150	150		300	900	372	
<b>TOTALS</b>			<b>\$18,525,156</b>	<b>1,064</b>	<b>4,000</b>	<b>4,750</b>	<b>750</b>	<b>10,564</b>	<b>18,267</b>	<b>6,046</b>	<b>\$758,709</b>

## GROUP 3: 7 Municipalities

				FAMILIES BY QUARTER 2007					PROJECTED IMPACT		
DEPT	MUNI	PARTNER	BUDG \$	Q1	Q2	Q3	Q4	TOTAL	HAS	JOBS	SALES \$
Cesar	Aguachica	PADF	510,000			150	150	300	900	324	
Cesar	La Gloria	PADF	510,000			150	150	300	900	324	
Cesar	San Alberto	PADF	510,000			150	150	300	900	324	
Antioquia	El Bagre	PADF	510,000			150	150	300	900	326	
Antioquia	Necoclí	PADF	510,000			150	150	300	900	326	
Antioquia	Zaragoza	PADF	510,000			150	150	300	900	326	
Córdoba	Puerto Libertador	PADF	510,000			150	150	300	900	140	
<b>TOTALS</b>			<b>\$3,570,000</b>	<b>0</b>	<b>0</b>	<b>1,050</b>	<b>1,050</b>	<b>2,100</b>	<b>6,300</b>	<b>2,090</b>	<b>0</b>

# Annex C: Simplified Municipal Initiative

## DRAFT MUNICIPAL INITIATIVE OUTLINE

### 1. Expected Results

Including: 1) a list of expected results for all activities in the municipality, such as for example, 320 families with improved production and marketing of cacao, potable water available to 124 new families, a community radio program operating, etc. 2) a table of ADAM project indicator targets.

### 2. Budget Summary

Summary table by activity and source of funds.

### 3. Problems, Opportunities, and Strategy

Maximum 3-page description of specific problems and opportunities relevant to the proposed activities and the integrated municipal strategy to address them.

### 4. Activity Description

For all proposed activities, a detailed description by activity of what will be done, how, and by whom. These descriptions will be supported by background technical documents so that there will be no need to repeat technical details.

### 5. Responsibilities and Relationships

For all proposed activities, a description of the roles and responsibilities of the principal partners for each activity, including: grantees and contractors, the municipal government, implementing partners, and commercial relationships.

### 6. Concertación

A brief description of the process including dates of meetings, attendees, and agreements reached.

### 7. Selection of Beneficiary Groups

A description of the total population of potential awardees for each activity and the competitive process by which awards will be made, including type of award, publicity, competitive process, and selection criteria.

### 8. Detailed Budget and Financial Analysis

Economic and financial analysis of productive activities, analysis of the budget by activity and source of funding, description of assumptions for analyses and costs.

## ILLUSTRATIVE OUTLINE: ADAM MUNICIPAL DATA BASE AND ANALYSIS

CONCEPT	INFORMATION	No.	%	X	LIST	SOURCE	RESPONSIBLE
<b>General Aspects</b>							
Población	Total	12,300				DANE	Bogotá / Grupo Formulator
	Urbana	7,300				DANE	Bogotá / Grupo Formulator
	Rural	5,000				DANE	Bogotá / Grupo Formulator
	Niños		35%			DANE	Bogotá / Grupo Formulator
	Jovenes		25%			DANE	Bogotá / Grupo Formulator
	Adultos		30%			DANE	Bogotá / Grupo Formulator
	Adultos Mayores		10%			DANE	Bogotá / Grupo Formulator
	Desplazados		10%			ACCION SOCIAL	Bogotá / Grupo Formulator
	Indígenas		15%			DANE	Btá / Grupo Formul / Regional Gob Local
	Afrocolombianos		4%			DANE	Btá / Grupo Formul / Regional Gob Local
	Asentamientos Principales				Loma Linda, etc.	DANE / IGAC	Bogotá / Grupo Formulator
Constitución	Año de Creación del Municipio	1,964				IGAC	Bogotá / Grupo Formulator
Extensión	Km2	1,200				IGAC	Bogotá / Grupo Formulator
División Política	Corregimientos	3			El Bajo, Palonegro, etc.	DANE / IGAC	Bogotá / Grupo Formulator
	Inspecciones	1			Rosalinda	DANE / IGAC	Bogotá / Grupo Formulator
	Veredas	35				DANE / IGAC	Bogotá / Grupo Formulator
	Veredas ADAM	5			Arboleda, El Manzano, etc.	DANE / IGAC	Regional / Productivo
	Resguardos Indígenas	3			Paniquitá, Novirao, Chaparral	Planeación Departamental	Regional / Gobiernos Locales
	Concejos Comunitarios	1			Río Mejicano	Planeación Departamental	Regional / Gobiernos Locales
	Territorios Especiales (Reserva, etc)			X	Reserva Forestal La Alpujarra	Ministerio de Ambiente	Bogotá / Grupo Formulator
Rol Territorial	Epicentro Regional			X		Planeación Departamental	Regional / Productivo

CONCEPT	INFORMATION	No.	%	X	LIST	SOURCE	RESPONSIBLE
	Cabecera Provincial						
	Municipio Menor						
Presupuesto Municipal	Valor del Presupuesto Ultimo Año (\$Millones)	\$5,350				Planeación Departamental	Regional / Gobiernos Locales
Infraestructura	Conexiones Viales Principales	2			Troncal del Magdalena, etc.	Planeación Departamental	Regional / Gobiernos Locales
	Distancia a Capital Departamental (Km)	50				Planeación Departamental	Regional / Gobiernos Locales
	Tiempo a Capital Departamental (Horas)	0,5				Planeación Departamental	Regional / Gobiernos Locales
Geografía Regional	Relieve				Serranía Abibé, Ribera Río...	Planeación Departamental	Regional / Gobiernos Locales
	Cuenca				Río Magdalena	Planeación Departamental	Regional / Gobiernos Locales
	Pisos Térmicos				Páramo, Templado, etc.	IGAC / IDEAM / Planeación Deptal	Bogotá / Grupo Formulador
	Precipitaciones				3.000 - 3.500 Milímetros	IGAC / IDEAM / Planeación Deptal	Bogotá / Grupo Formulador
	Brillo Solar				2.000 - 2.801 Horas/Sol/Año	IGAC / IDEAM / Planeación Deptal	Bogotá / Grupo Formulador
	Tipos de Suelo				Montañoso (%), Planicie(%), etc..	IGAC	Bogotá / Grupo Formulador
	Usos del Suelo				Agrícola(%), Ganadería(%), Forestal(%), etc.	DANE / IGAC	Bogotá / Grupo Formulador
	Zonas Geoeconómicas	3			Bajo Magdalena, etc.	IGAC / Planeación Deptal	Bogotá / Grupo Formulador
	Otros						
Ilícitos	Area Cultivada (Has)	60			Vereda Llano Bajo	Policía Nacional / Estupefacientes	Bogotá / Grupo Formulador
Orden Público	Grupos Armados Ilegales	3			FARC, ELN, Bajo Magdalena	Ejército / Policía Nacional / DAS	Regional / Gobiernos Locales
	Confrontaciones	1				Ejército / Policía Nacional / DAS	Regional / Gobiernos Locales
	Hostigamientos	5				Ejército / Policía Nacional / DAS	Regional / Gobiernos Locales
<b>CARTOGRAFIA</b>	Mapa Regional				Anexo	DANE / IGAC	Btá / Grupo Formul / Regional M&E
	Mapa Municipal				Anexo	DANE / IGAC	Btá / Grupo Formul / Regional M&E
	Mapa Veredal				Anexo	DANE / IGAC	Btá / Grupo Formul / Regional M&E

CONCEPT	INFORMATION	No.	%	X	LIST	SOURCE	RESPONSIBLE
	Mapa Cultivos Ilícitos				Anexo	DANE / IGAC	Btá / Grupo Formul / Regional M&E
	Mapa Conflicto Armado				Anexo	DANE / IGAC	Btá / Grupo Formul / Regional M&E
	Mapa Veredas ADAM				Anexo	DANE / IGAC	Btá / Grupo Formul / Regional M&E
<b>CONCERTACION</b>							
Reuniones	Número de Reuniones	5			26 Enero, 15 febrero, etc.		Regional / Gob. Loc. y Productivo
	Funcionarios Asistentes	12			Alcalde, Secretarios, etc.		Regional / Gob. Loc. y Productivo
	Organizaciones Presentes	6			ASOGRAN, ASOFRU, etc.		Regional / Gob. Loc. y Productivo
Visitas ADAM Bogotá	A Municipio	5			26 Enero, 15 febrero, etc.		Regional / Gob. Loc. y Productivo
Visitas ADAM Regional	A Cabecera Municipal	4			26 Enero, 15 febrero, etc.		Regional / Gob. Loc. y Productivo
Visitas ADAM Regional	Veredales	4			26 Enero, 15 febrero, etc.		Regional / Gob. Loc. y Productivo
	Actas o Acuerdos	8			ASOGRAN, ASOFRU, etc.		Regional / Gob. Loc. y Productivo
<b>DIAGNOSTICO</b>							
Cadena Productiva	Area (Hectáreas)	580				Secretarias de Agricultura	Regional / Productivo
(Cacao, Caucho, Café, Leche,	Producción (Toneladas)	1500				Secretarias de Agricultura	Regional / Productivo
Ganado, Frutas, Palmito, etc...)	Rendimiento (Kg / Hectárea)	3				Secretarias de Agricultura	Regional / Productivo
	Empleo	280				Secretarias de Agricultura	Regional / Productivo
	Costos de Producción	50				Secretarias de Agricultura	Regional / Productivo
Organización Productiva	Organizaciones Productivas Principales	5			ASOGRAN (Representante Legal, Teléfono), etc.	Administración Municipal	Regional / Productivo
	Gremios Regionales y Nacionales Presentes	3			ASOCACAO (Igual), Comité de Cafeteros, etc.	Administración Municipal	Regional / Productivo
Propiedad de Tierra	Estructura de Propiedad				Minifundio(%), Latifundio(%), Mediana (%)	DANE / IGAC	Btá / Grupo Formul / Regional M&E
Financiero	Captaciones (\$Millones)	\$				Superintendencia Financiera	Bogotá / Grupo

CONCEPT	INFORMATION	No.	%	X	LIST	SOURCE	RESPONSIBLE
		5,300					Formulador
	Colocaciones (\$Millones)	\$ 4,250				Superintendencia Financiera	Bogotá / Grupo Formulador
Presencia Institucional	Entidades / Programas Nacionales Principales				SENA, Guardabosques, etc.	Administración Municipal	Regional / Gobiernos Locales
	Entidades / Programas Departamentales Principales				Secretaría de Obras, PANES, Universidad, etc.	Planeación Departamental	Regional / Gobiernos Locales
	Cooperación Internacional				Programa Desarrollo y Paz, etc.	Administración Municipal	Regional / Gobiernos Locales
	Asociación de Municipios			X	Anexo	Administración Municipal	Regional / Gobiernos Locales
	CPGA			X	Anexo	Administración Municipal	Regional / Gobiernos Locales
Cobertura de Servicios	Educación				Breve Descripción del Servicio	Secretaría de Educación	Regional / Gobiernos Locales
	Salud				Breve Descripción del Servicio	Secretaría de Salud	Regional / Gobiernos Locales
	Energía				Breve Descripción del Servicio	Administración Municipal	Regional / Gobiernos Locales
	Telefonía				Breve Descripción del Servicio	Administración Municipal	Regional / Gobiernos Locales
	Acueducto Urbano		63%			Empresa Local	Regional / Gobiernos Locales
	Alcantarillado Urbano		45%			Empresa Local	Regional / Gobiernos Locales
	Acueducto en Corregimiento / Vereda (s) ADAM		15%		Cobertura de abastecimiento de agua rural	Administración Municipal	Regional / Gobiernos Locales
	Alcantarillado en Corregimiento / Vereda (s) ADAM		10%		Cobertura de saneamiento básico rural	Administración Municipal	Regional / Gobiernos Locales
	Entidad(es) prestadora(s) de SPD en cabecera municipal	1			EICE, Prestación directa, microempresa comunitaria, etc	Administración Municipal	Regional / Gobiernos Locales
	Microempresas Comunitarias de SPD Rurales	1				Administración Municipal	Regional / Gobiernos Locales
	Comité de Desarrollo y Control Social de SPD	1				Administración Municipal	
	Programas Vivienda Desplazados			X	Anexo	Administración Municipal	Regional / Gobiernos Locales
	Educación en Corregimiento / Vereda (s) ADAM				Breve Descripción del Servicio	Secretaría de Educación	Regional / Gobiernos Locales

CONCEPT	INFORMATION	No.	%	X	LIST	SOURCE	RESPONSIBLE
	Salud en Corregimiento / Vereda (s) ADAM				Breve Descripción del Servicio	Secretaría de Salud	Regional / Gobiernos Locales
	Vías Rurales			X	Anexo	Administración Municipal	Regional / Gobiernos Locales
	Plan de Seguridad y Convivencia			X	Anexo	Administración Municipal	U. Geogetown/ Regional / Gob Local
	Comité de Orden Público			X	Anexo	Administración Municipal	U. Geogetown/ Regional / Gob Local
	Consejo de Seguridad			X	Anexo	Administración Municipal	U. Geogetown/ Regional / Gob Local
	Comité de Convivencia			X	Anexo	Administración Municipal	U. Geogetown/ Regional / Gob Local
	Instrumento de Gestión de Acuerdos (IGA)			X	Anexo	Administración Municipal	U. Geogetown/ Regional / Gob Local
	Emisora Comunitaria / Radios Ciudadanas	1			Llano Stéreo	Ministerio de Cultura	Bogotá / Grupo Formador
Indices	Población con Necesidades Básicas Insatisfechas Total		35%		Urbana	DANE	Bogotá / Grupo Formador
	Población con Necesidades Básicas Insatisfechas Urbana		23%		Rural	DANE	Bogotá / Grupo Formador
	Población con Necesidades Básicas Insatisfechas Rural		48%		Total	DANE	Bogotá / Grupo Formador
	Población en Miseria		16%			DANE	Bogotá / Grupo Formador
	Analfabetismo		12%			Mineducación / Sec. Educación	Regional / Gobiernos Locales
	Categoría Municipal	6				Departamento Nacional de Planeación	Bogotá / Grupo Formador
	Desempeño Fiscal en Nacional	356				Departamento Nacional de Planeación	Bogotá / Grupo Formador
	Desempeño Fiscal en Departamento	5				Departamento Nacional de Planeación	Bogotá / Grupo Formador
	Esfuerzo Fiscal		25%			Departamento Nacional de Planeación	Bogotá / Grupo Formador
	Endeudamiento		32%			Departamento Nacional de Planeación	Bogotá / Grupo Formador
	Ahorro		15%			Departamento Nacional de Planeación	Bogotá / Grupo Formador
	Calificación Gestión Empresarial Servicios Públicos	730				Ministerio de Ambiente	Bogotá / Grupo Formador
Organización Social	Organizaciones Sociales Principales	15			AMOCOCO (Representante Legal,	Administración Municipal	Regional / Gobiernos Locales

CONCEPT	INFORMATION	No.	%	X	LIST	SOURCE	RESPONSIBLE
					Teléfono), etc.		
	Redes Regionales y Nacionales Presentes	2			REDEPAZ (Igual), etc.	Administración Municipal	Regional / Gobiernos Locales
	Juntas de Acción Comunal	20				Administración Municipal	Regional / Gobiernos Locales
	Asojuntas			X		Administración Municipal	Regional / Gobiernos Locales
Administración Municipal	Estructura Administrativa			X	Anexo	Administración Municipal	Regional / Gobiernos Locales
	Funcionarios Municipales	12			Ejecutivo(%), Profesional(%), Técnico(%), Operativo(%)	Administración Municipal	Regional / Gobiernos Locales
Concejo Municipal	Instrumento de Gestión de Acuerdos (IGA)			X	Anexo	Administración Municipal	U. Geogetown/ Regional / Gob Local
Recursos Financieros	Recaudos Predial Unificado (\$Millones)	\$ 200				Administración Municipal	Regional / Gobiernos Locales
	Recaudos Industria y Comercio (\$Millones)	\$ 100				Administración Municipal	Regional / Gobiernos Locales
	Otros Recaudos (\$Millones)	\$ 48				Administración Municipal	Regional / Gobiernos Locales
	Participaciones Nacionales (\$Millones)	\$ 1,350				Administración Municipal	Regional / Gobiernos Locales
	Regalías (\$Millones)	\$ 150				Administración Municipal	Regional / Gobiernos Locales
	Gastos de Funcionamiento (\$Millones)	\$ 320				Administración Municipal	Regional / Gobiernos Locales
	Gastos de Inversión (\$Millones)	\$ 1,200				Administración Municipal	Regional / Gobiernos Locales
	Actualización Catastral			X	Anexo	Administración Municipal	Regional / Gobiernos Locales
	Actualización Censo Industria y Comercio			X	Anexo	Administración Municipal	Regional / Gobiernos Locales
	Código de Rentas			X	Anexo	Administración Municipal	Regional / Gobiernos Locales
	Estatuto e Instrumentos Presupuestales			X	Anexo	Administración Municipal	Regional / Gobiernos Locales
Procesos Organizacionales	Reestructuración			X	Anexo	Administración Municipal	Regional / Gobiernos Locales
	Saneamiento Contable			X	Anexo	Administración Municipal	Regional / Gobiernos Locales

CONCEPT	INFORMATION	No.	%	X	LIST	SOURCE	RESPONSIBLE
	Control Interno			X	Anexo	Administración Municipal	Regional / Gobiernos Locales
	Presupuesto Participativo			X	Relación de la Experiencia	Administración Municipal	Regional / Gobiernos Locales
	Rendición de Cuentas			X	Relación de la Experiencia	Administración Municipal	Regional / Gobiernos Locales
Otros	Consejo de Planeación			X	Relación de la Experiencia	Administración Municipal	Regional / Gobiernos Locales
	Consejo Municipal de Desarrollo Rural			X	Relación de la Experiencia	Administración Municipal	Regional / Gobiernos Locales

## ANNEX D: Institutional Committees with GoC Entities

Committee	Members	Achievements
<b>Municipal Council Members Committee</b>	<ol style="list-style-type: none"> <li>1. <i>Oficina de Municipios y Regiones (Presidency)</i></li> <li>2. Ministry of Interior and Justice</li> <li>3. <i>Escuela Superior de Administración Pública – ESAP</i></li> <li>4. USAID-ADAM (ARD &amp; Georgetown University)</li> </ol>	<ul style="list-style-type: none"> <li>• Action plan under implementation</li> <li>• Three programmed sessions of “Viernes del Concejal”. Agreed action plan until Dec. 2007, including activities involving ADAM municipalities</li> <li>• Inter-Institutional Agreement to support FENACON’s institutional strengthening process and citizen control program in ADAM municipalities</li> <li>• FENACON’s National Congress in Cartagena</li> </ul>
<b>Citizen Security, Culture, and Convivencia Committee</b>	<ol style="list-style-type: none"> <li>1. <i>Oficina de Municipios y Regiones (Presidencia)</i></li> <li>2. Ministry of Interior and Justice</li> <li>3. Ministry of Culture</li> <li>4. National Planning Department</li> <li>5. National Police</li> <li>6. DMS</li> <li>7. <i>Instituto Colombiano de Bienestar Familiar (ICBF)</i></li> <li>8. USAID-ADAM (ARD &amp; Georgetown University)</li> </ol>	<ul style="list-style-type: none"> <li>• Inter-Institutional Action Plan</li> <li>• Give continuity to the Technical Secretariat of the DMS</li> <li>• Assessment of 53 ADAM municipalities (municipal councils; security plans; security committees, <i>orden público y convivencia</i>; local cultural initiatives)</li> <li>• Participatory selection of professionals that will provide technical support to ADAM regions.</li> <li>• Training strategy</li> </ul>
<b>National Community Radios Program Committee</b>	<ol style="list-style-type: none"> <li>1. <i>Acción Social (Presidency)</i></li> <li>2. <i>Fondo de Inversiones para la Paz</i></li> <li>3. <i>Unidad Especial de Parques Naturales</i></li> <li>4. Ministry of Culture</li> <li>5. USAID-IDPs (FUPAD-OIM)</li> <li>6. USAID-ADAM (ARD)</li> <li>7. United Nations Development Program – UNDP-</li> </ol>	<ul style="list-style-type: none"> <li>• Inter-Institutional approval for the Second Phase of the “<i>Programa Radios Ciudadanas: Espacios para la Democracia</i>”</li> <li>• National Coordination Team formed</li> <li>• Signed contract between 8 regional implementers and ADAM municipalities</li> <li>• Endorse new institutional support in ADAM departments / municipalities</li> </ul>
<b>Public Services Committee</b>	<ol style="list-style-type: none"> <li>1. <i>Oficina de Municipios y Regiones (Presidencia)</i></li> <li>2. MAVDT</li> <li>3. ACODAL</li> <li>4. UNICEF</li> <li>5. <i>Superintendencia de Servicios Públicos</i></li> <li>6. <i>Comisión Nacional de Regulación</i></li> <li>7. DANSOCIAL</li> <li>8. USAID-ADAM (ARD)</li> </ol>	<ul style="list-style-type: none"> <li>• Agreed on a general scope of work</li> <li>• Support Departmental Water Plans, under implementation, in Cauca &amp; Nariño</li> <li>• Update rural inventories in ADAM municipalities.</li> <li>• Pilot trials of Alternative Technologies within ADAM projects</li> <li>• Give continuity to the <i>Programa de Modernización Empresarial</i> in ADAM municipalities, supporting local providers, promoting water preservation workshops, technical assistance to water meters, water loss control, etc.</li> <li>• Support programs to consolidate and strengthen Community Public Service Providers in ADAM municipalities</li> <li>• Expansion of the Rural Plumbing program in ADAM municipalities.</li> </ul>

Committee	Members	Achievements
<b>National Committee for IDPs</b>	<ol style="list-style-type: none"> <li>1. <i>Acción Social, Infraestructura para la Paz (Presidencia)</i></li> <li>2. CHF</li> <li>3. USAID-IDP (FUPAD-OIM)</li> <li>4. USAID-ADAM (ARD)</li> </ol>	<ul style="list-style-type: none"> <li>• Agreed methodology of work (Project approval within the committee, role distribution, counter-part funding, monthly coordination meetings)</li> <li>• ADAM provides social infrastructure for public service provision in IDP housing projects</li> <li>• 9 SIF activities targeting IDPs in formulation or pending signature</li> </ul>
<b>Afro-Colombian Committee</b>	<ol style="list-style-type: none"> <li>1. <i>Acción Social</i> (Presidency)</li> <li>2. Ministry of Social Protection</li> <li>3. Ministry of Interior and Justice – <i>Dirección de Etnias</i></li> <li>4. USAID-IDP (FUPAD-OIM)</li> <li>5. USAID-ADAM (ARD)</li> <li>6. USAID-MIDAS (ARD)</li> </ol>	<ul style="list-style-type: none"> <li>• Inter-Institutional Agreement</li> <li>• Support the legal development of the <i>Ley 70</i> on Health and Land</li> <li>• Give continuity to the institutional strengthening process of AMUNAFRO</li> <li>• Support the Medium Term Afro-Colombian Development Plan</li> <li>• Identified scope of work towards municipal councils participating in ADAM</li> <li>• Fourth Afro-Colombian Strengthening Conference</li> </ul>

Note: Agendas for the Women Participation Campaign Committee and the Youth Committee are currently under development.

# ANNEX E: MUNICIPAL ELECTIONS STRATEGY

With respect to ADAM Municipal Initiatives, a series of strategies has been defined that address the particular context of each municipality. Considering that the election process will unfold in the first nine months of 2007 and will culminate in the election of local authorities, ADAM expects to conduct its activities through a series of harmonized initiatives that address both the municipal political structure and the objectives and activities identified in coordination with the municipal administration, the main social sectors, and the general community. In this way, ADAM expects to conduct the transition process in two ways<sup>17</sup>:

## a) Prior to the elections:

- Training and *vereda* community strengthening in the following areas: a) political participation and democratic values; b) citizen oversight and accounts management; c) announcement of *vereda* programmatic initiatives subject to be included in the government programs and development plans; and d) identification and strengthening of rural leadership.
- Support of municipal administrations through: a) development and accounting; and b) promotion of participatory citizenship and democratic values.
- Training of council members and council member candidates in ADAM municipalities, in the promotion of forums, debates, and the presentation of municipal budgets in the context of the election process.
- Development of roundtables, regional encounters to discuss topics of public interest and local governance responsibility, such as: a) the responsibilities of public officials and other local authorities in the framework of municipal development; b) alternative rural development; c) inclusion of vulnerable groups' perspective in government programs and future development plans; d) citizen culture, security, and *convivencia*; and e) foundations for participatory development plans.

**Table 35: Prior Elections Strategy Schedule**

COMPONENT	ACTIVITY	QUARTER				
		I 2007	II 2007	III 2007	IV 2007	V 2008
INSTITUTIONAL DEVELOPMENT	<i>Vereda</i> community training and strengthening in: announcement of <i>vereda</i> programmatic initiatives subject to be included in the government programs and development plans and identification and strengthening of rural leadership for their possible participation in the election process.					
	Coordination roundtables and local governance agreements oriented to the promotion of citizen participation in government programs and in programmatic voting.					
	Production and implementation of programs that aim to motivate citizen participation in government programs and in programmatic voting.					
CITIZEN PARTICIPATION	Training in AMUNAFRO municipalities in the elaboration of government plans to incorporate Afro-Colombian perspective, with the aim of preparing the candidates for the corporations in the electoral debate.					

<sup>17</sup> The development of activities outlined in the ADAM Initiative is to be internally coordinated among the various components in accordance with their thematic area.

COMPONENT	ACTIVITY	QUARTER				
		I 2007	II 2007	III 2007	IV 2007	V 2008
	Within the framework of the "More Women, More Politics" campaign, events will continue to be conducted that help women access local decision making spaces and to construct proposals that foster their inclusion in the government plans of the new administrations.					
	Formation of the general community in political participation, democratic values, and citizen oversight with the support of ESAP, and with special emphasis on the <i>vereda</i> , to promote community participation.					
<b>CITIZEN SECURITY</b>	Discussion citizen culture, security, and <i>convivencia</i> issues with the candidates and promote the adjustment of previously formulated plans.					
<b>PUBLIC SERVICES</b>	Complete urban transformation processes initiated by ADAM in advance of the political debate.					
<b>MUNICIPAL COUNCILS</b>	Training of council members and council member candidates in ADAM municipalities, and the promotion of forums of debate and presentation of municipal budgets in the context of the electoral process.					
	Support of the integral strengthening of FENACON.					
	Development of Phase II of the Municipal Public Administration Diploma program.					
<b>MUNICIPAL FINANCE &amp; REVENUES</b>	Preparation of a finance baseline in each municipality.					
	Support the presentation of reports to the control entities and preparation of accounts rendering.					
<b>MUNICIPAL PLANNING</b>	Construction of indicators for the formulation and monitoring of development plans and budgets for results.					
	Strengthening municipal planning systems (offices, instruments, procedures) to support the process of formulating development plans.					

b) Hand-over and inauguration of the new administration:

- Presentation, debate, and establishment of the strategies, objectives, and priority activities, keeping in mind the politics and government and development plans formulated by the new administrations and approved by the community through the electoral process.
- Support in the participatory formulation of development plans oriented towards the inclusion of policies and programs that promote: a) rural alternative development; b) inclusion of vulnerable groups' perspective; c) citizen culture, security, and communal living.

**Table 36: Post Election Strategy Schedule**

COMPONENT	ACTIVITY	QUARTER				
		I 2007	II 2007	III 2007	IV 2007	V 2008
<b>MUNICIPAL FINANCE</b>	2008 Participatory Budget Coordination					
<b>MUNICIPAL PLANNING</b>	Support the participatory formulation of development plans.					
<b>MUNICIPAL COUNCILS</b>	Develop Phase III of the Municipal Public Administration Diploma program with the new council members.					
<b>INSTITUTIONAL DEVELOPMENT</b>	Inclusion of <i>vereda</i> development plans in the general development plans.					
	Include participation of JACs in the design of development plans.					

# ANNEX F: ADAM Partner Activities in Program Year I

## **Pan-American Development Foundation (PADF)**

- 10 PADF officials part of the full-time, integrated ADAM staff.
- Finalized 7 task orders to implement productive projects in Putumayo, Bolívar, and Antioquia and 63 task orders for personnel, logistics, administration, and support services.
- Facilitated the opening of ADAM regional offices in Puerto Asis (Putumayo), Bucaramanga (Santander), and Caucasia (Antioquia) and hired 14 regional officials among the three offices.
- Evaluated 9 agribusiness projects of the former USAID-funded Chemonics Alternative Development Program in Putumayo and Cauca. Based on the evaluations, PADF determined a way forward for ADAM regarding each project.
- In coordination with the LG Component and rest of the AD Component, PADF supported the formulation of ADAM Municipal Initiatives in 30 municipalities.
- With regard to the productive projects, PADF finalized sub-contractors with implementers of the seven quick-start projects and led the process to select implementers for new productive projects in Huila and Santander.

## **The Services Group (TSG)**

- Assessed of the supply of financial services in ADAM municipalities and identified financial institutions interesting in providing services to small agricultural producers and potential ADAM beneficiaries.

## **J.E. Austin & Associates (JAA)**

- Developed a methodology to evaluate the competitiveness of agro-industrial value chains and a training program for regional staff

## **Corporación Colombia Internacional (CCI)**

- Coordinated, structured, and presented ADAM productive activities for six municipalities in the Popayán plateau in the fruit and vegetables productive lines.

## **Instituto Interamericano de Cooperación para la Agricultura (IICA)**

- Developed productive activities for Rosas, La Sierra, La Vega, and Almaguer in Cauca.
- Assessed, strengthened, and consolidated eight *Centros Provinciales de Gestión Agroempresarial* (CPGAs) in Nariño, Huila, and Putumayo. As a result, ADAM plans to work with key institutional actors to implement program activities in neighboring municipalities, promote program sustainability, and endorse development processes based on a culture of lawfulness.

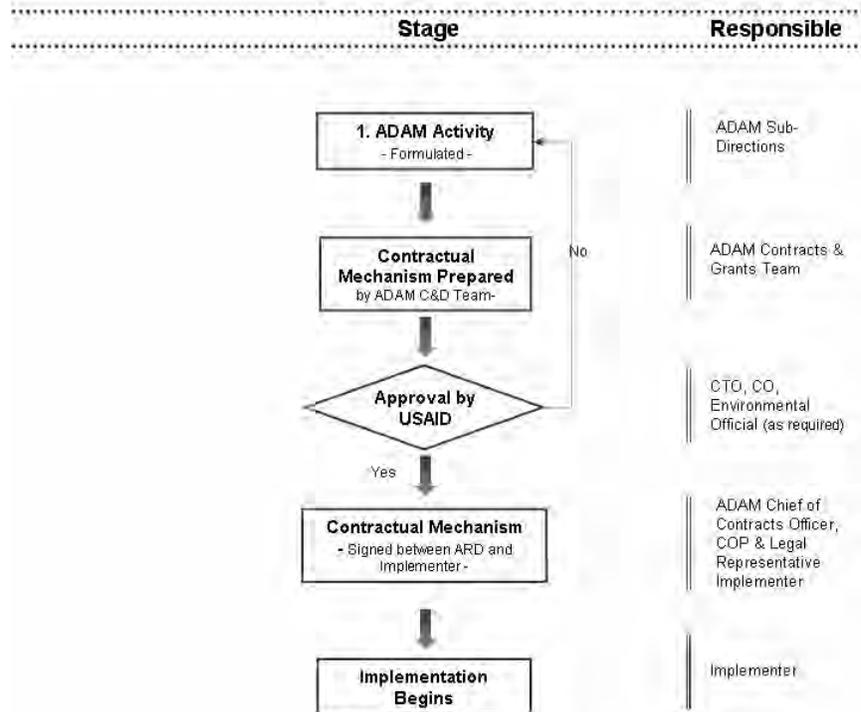
## **Georgetown University**

- Chaired the Municipal Council Members Committee.
- Participated and proposed activities in the Citizen Security, Culture, and *Convivencia* Committee.

# ANNEX G: GRANTS AND SUBCONTRACTS

Almost all of ADAM productive, social infrastructure and local government activities will produce contractual results and be carried out by awarding subcontracts or grants to partners and local organizations. Considering this, ADAM's Office of Contracts and Grants plays a critical role in ensuring that activities flow from the formulation stage to the implementations stage in an efficient manner. This process involves several steps, which vary depending on the contractual instrument used. Regardless of the instrument all contracts and grants must apply with the FAR and ADS303 respectively, and receive varying degrees of USAID technical and or contracting office approval. The level of USAID approval principally depends on the type of instrument used and the cost of the activity. The flow chart below shows the basic steps of how an activity gets from the formulation stage to signature with the recipient that will allow implementation to begin.

Steps from Formulation to Implementation of ADAM Activities



In PYI, the Subcontract and Grants team made significant progress towards setting up systems and protocols to support technical staff and coordinate with USAID for necessary approvals. A major accomplishment was signing umbrella indefinite quantity subcontracts with all major partners: PADF, Georgetown University, JEAA, TSG, IICA, and CCI. With the umbrella contracts in place, a system was set up to issue individual task orders for specific needs-driven statements of work, each with a start and stop date and schedule of deliverables. Task orders are also awarded to these partners to cover services for long-term and short-term personnel, operating expenses and travel costs associated with such personnel, authorized equipment and commodities, and other direct costs, as may be required. Subcontracts with other entities are negotiated on a case-by-case basis in the same manner and format as task orders with ADAM's primary partners.

Another accomplishment during PYI was developing the ADAM grants management plan, which received USAID approval in the second quarter. At the end of the third quarter, this management plan was updated to include grant-making methodology specific to social infrastructure activities and to update numeric references to the ADS 303 Chapter.

The following list includes Program Year One 1) signed Umbrella IQCs with major ADAM partners, 2) signed purchase orders, 3) signed task orders, and 3) task orders pending signature during program year one to date. Each entry includes name of partner or implementer, type of contract, period of performance, cost, and purpose.

#### A. SIGNED Umbrella IQCs (6 total)

1.

<b>Partner</b>	<b>Pan-American Development Foundation</b>
<b>Type of Contract</b>	Indefinite Quantity Contract, Reimbursable Cost
<b>Period of Performance</b>	May 1, 2006 – September 30, 2010
<b>Maximum Cost</b>	\$49,025,532
<b>Purpose</b>	Develop sustainable, productive projects in ADAM municipalities within the AD component

2.

<b>Partner</b>	<b>Georgetown University (GU)</b>
<b>Type of Contract</b>	Indefinite Quantity Contract
<b>Period of Performance</b>	April 1, 2006 – September 30, 2010
<b>Maximum Cost</b>	\$5,990,000
<b>Purpose</b>	Provide services in municipal security and other areas in ADAM municipalities for the LG

3.

<b>Partner</b>	<b>J. E. Austin Austin &amp; Associates (JAA)</b>
<b>Type of Contract</b>	Indefinite Quantity Contract
<b>Period of Performance</b>	June 22, 2006 – September 30, 2010
<b>Maximum Cost</b>	\$4,576,945
<b>Purpose</b>	Support the AD component by identifying potential markets for ADAM projects, providing AT/T and evaluation services

4.

<b>Partner</b>	<b>The Services Group (TSG)</b>
<b>Type of Contract</b>	Indefinite Quantity Contract
<b>Period of Performance</b>	June 22, 2006 – September 30, 2010
<b>Maximum Cost</b>	\$9,252,491
<b>Purpose</b>	Support the AD component by assessing the supply of financial services available for small farming producers

5.

<b>Partner</b>	<b>Corporación Colombia Internacional</b>
<b>Type of Contract</b>	Indefinite Quantity Contract
<b>Period of Performance</b>	September 21, 2006 – September 30, 2008
<b>Maximum Cost</b>	\$5,200,000
<b>Purpose</b>	Provide technical assistance services in the area of Municipal Alternative Development

6.

<b>Partner</b>	<b>Instituto Interamericano de Cooperación para la Agricultura (IICA)</b>
<b>Type of Contract</b>	Indefinite Quantity Contract, Reimbursable Cost
<b>Period of Performance</b>	September 21, 2006 – September 30, 2008
<b>Maximum Cost</b>	\$5,131,068
<b>Purpose</b>	Provide technical assistance services in the area of Municipal AD

#### B. SIGNED TASK ORDERS (25 total)

1.

<b>Task Order</b>	<b>ADAM-FUPAD-DA-01</b>
<b>Partner</b>	PADF
<b>Period of Performance</b>	1 year
<b>Cost</b>	COLP\$1,312,322,566 (Approximately \$578,116)
<b>Purpose</b>	Institutional strengthening of Agroamazonía, involved producer Groups, and targeted families.

2.

<b>Task Order</b>	<b>ADAM-FUPAD-DA-02</b>
<b>Partner</b>	PADF
<b>Period of Performance</b>	3 years
<b>Cost</b>	COLP\$212,454,000 (Approximately \$87,358)
<b>Purpose</b>	Establish 200 hectares of cocoa in the municipality of Nechí in the department of Antioquia.

3.

<b>Task Order</b>	<b>ADAM-FUPAD-DA-03</b>
<b>Partner</b>	PADF
<b>Period of Performance</b>	1 year
<b>Cost</b>	COLP\$1,473,258,058 (Approximately \$605,780)
<b>Purpose</b>	Establish 375 hectares of cocoa using agricultural/forestry model to benefit 250 families in the municipality of Simití and San Pablo in the department of Bolívar.

4.

<b>Task Order</b>	<b>ADAM-FUPAD-DA-04</b>
<b>Partner</b>	PADF
<b>Period of Performance</b>	1 year
<b>Cost</b>	COLP\$919,159,988 (Approximately \$375,167)
<b>Purpose</b>	Establish 450 hectares of cocoa to benefit 150 small agricultural families in the municipality of Arboletes and San Juan de Urabá in the department of Antioquia.

5.

<b>Task Order</b>	<b>ADAM-FUPAD-DA-05</b>
<b>Partner</b>	PADF
<b>Period of Performance</b>	1 year
<b>Cost</b>	COLP\$509,788,000 (Approximately \$212,412)
<b>Purpose</b>	Establish 176 hectares of rubber and 132 hectares of cocoa with 88 small agricultural producers in the Chaparral-Manantiales portion of the municipalities of Arboletes and San Juan de Urabá in the department of Antioquia.

6.

<b>Task Order</b>	<b>ADAM-FUPAD-DA-06</b>
<b>Partner</b>	PADF
<b>Period of Performance</b>	6 months
<b>Cost</b>	COLP\$409,061,758 (Approximately \$166,964)
<b>Purpose</b>	To support 162.8 hectares of vanilla to benefit 1,135 families in the department of Putumayo.

7.

<b>Task Order</b>	<b>ADAM-FUPAD-DA-07</b>
<b>Partner</b>	PADF
<b>Period of Performance</b>	2 years
<b>Cost</b>	COLP\$662,492,441 for 1 year (Approximately \$281,912 year 1 and \$332.740 year 2, total \$614,652)
<b>Purpose</b>	Establish 100 hectares of pepper

8.

<b>Partner</b>	<b>ADAM-FUPAD-P-001-060</b>
<b>Type of Contract</b>	PADF
<b>Cost</b>	\$459,920
<b>Purpose</b>	Funding for 55 PADF employees working in ADAM offices in Bogotá; ADAM regional offices in Bolívar and Magdalena Medio; and Washington D.C.

9.

<b>Task Order</b>	<b>A-P-I-C-DA-P-62</b>
<b>Partner</b>	PADF
<b>Period of Performance</b>	4 months
<b>Cost</b>	\$215,796.67
<b>Purpose</b>	Subcontractor Non-Labor Operational Costs in Support of ADAM

10.

<b>Task Order</b>	<b>ADAM-PADF-DA-063</b>
<b>Partner</b>	PADF
<b>Period of Performance</b>	2 months
<b>Cost</b>	\$771,658.53
<b>Status</b>	Submitted for USAID approval
<b>Purpose</b>	Payment for PADF staff costs assigned to ADAM for October and November 2006 (Bogotá, Regional Offices, and Washington D.C.)

11.

<b>Task Order</b>	<b>ADAM-PADF-DA-064</b>
<b>Partner</b>	PADF
<b>Period of Performance</b>	1 month
<b>Cost</b>	\$311,802
<b>Status</b>	Submitted for USAID approval
<b>Purpose</b>	FUPAD - ADAM Alternative Development Expertise - Consolidated Performance Based Personal / ODC's TO

12.

<b>Task Order</b>	<b>A-P-I-FFP-DA-A-001</b>
<b>Partner</b>	PADF
<b>Period of Performance</b>	7 days
<b>Cost</b>	COLP \$2,458,050
<b>Purpose</b>	PADF Putumayo Project Participation in Development Conference

13.

<b>Task Order</b>	<b>A-G-I-C-GL-P-001</b>
<b>Partner</b>	Georgetown University
<b>Period of Performance</b>	9 months
<b>Cost</b>	\$316,695.83
<b>Purpose</b>	Funding for three administrative and technical assistance employees from Georgetown University in Washington D.C.

14.

<b>Task Order</b>	<b>A-G-I-C-GL-P-002</b>
<b>Partner</b>	Georgetown University
<b>Period of Performance</b>	9 months
<b>Cost</b>	PCOL 170,609,029 (Aproximately \$71,087)
<b>Purpose</b>	Provide funding for two administrative and technical assistance employees from <i>Universidad Javeriana</i> in Bogotá, under sub-contract with Georgetown University.

15.

<b>Task Order</b>	<b>A-G-I-C-GL-P-003-01</b>
<b>Partner</b>	Georgetown University
<b>Period of Performance</b>	9 months
<b>Cost</b>	PCOL 432,115,236 (Approximately \$180,048)
<b>Purpose</b>	Provide funding for four administrative and technical assistance employees and the terms of reference for the <i>Programa de Seguridad Ciudadana y Convivencia</i> in ADAM municipalities.

16.

<b>Task Order</b>	<b>A-G-I-C-GL-A-004-01</b>
<b>Partner</b>	Georgetown University
<b>Period of Performance</b>	9 months
<b>Cost</b>	\$209,140

<b>Purpose</b>	Terms of reference for the <i>Programa de Concejos Municipales (Bogotá)</i> in ADAM municipalities.
<b>17.</b>	
<b>Task Order</b>	<b>A-TSG-I-C-DA-A-001</b>
<b>Partner</b>	The Service Group (TSG)
<b>Period of Performance</b>	4 months
<b>Cost</b>	\$586,314
<b>Purpose</b>	Assess the supply of financial services provided by regulated and non-regulated, formal and informal, financial institutions in 57 ADAM municipalities. Design a national strategy to broaden financial services and reach pre-agreements and work plans with financial institutions interested in participating in ADAM projects.
<b>18.</b>	
<b>Task Order</b>	<b>A-J-I-C-DA-A-001</b>
<b>Partner</b>	J.E. Austin Associates (JAA)
<b>Period of Performance</b>	4 months
<b>Cost</b>	\$141,759
<b>Purpose</b>	Develop a methodology to improve competitiveness, add value, and identify opportunities for ADAM projects and sub-projects.
<b>19.</b>	
<b>Task Order</b>	<b>A-IICA-I-C-DA-A-001</b>
<b>Partner</b>	IICA
<b>Period of Performance</b>	4 months
<b>Cost</b>	PCOL 316,880,505 (Approximately \$132,034)
<b>Purpose</b>	Structure of 4 ADAM Projects in Cauca
<b>20.</b>	
<b>Task Order</b>	<b>A-IICA-I-C-DA-A-002</b>
<b>Partner</b>	IICA
<b>Period of Performance</b>	4.5 months
<b>Cost</b>	PCOL 58,028,175 (Approximately \$24,178)
<b>Purpose</b>	Evaluation of Impact
<b>21.</b>	
<b>Task Order</b>	<b>A-CCI-I-C-DA-A-001</b>
<b>Partner</b>	CCI
<b>Period of Performance</b>	4 months
<b>Cost</b>	PCOL 599,697,397 (Approximately \$249,873.92)
<b>Purpose</b>	Structure Productive Projects in Cauca
<b>22.</b>	
<b>Contract</b>	<b>ADAM-C-SAGAN-PF-001</b>
<b>Implementer</b>	<i>Sociedad de Agricultores y Ganaderos (SAGAN)</i>
<b>Period of Performance</b>	1 year
<b>Cost</b>	COLP\$582,296,440 (Approximately \$242,624)
<b>Purpose</b>	Implement the first phase of the productive sub-project to improve the management of milk production for 428 farms of small producer families in Cuaspud, Iles, and Potosí in the Department of Nariño.
<b>23.</b>	
<b>Grant</b>	<b>ADAM-ARD-FIS-IDP-007-G-003</b>
<b>Implementer</b>	Asociación Surcolombiana de Desplazados Internos ASCDI
<b>Status</b>	Signed November 23, 2006
<b>Cost</b>	COLP 169,765,678 (Approximately \$71,143)
<b>Purpose</b>	Construction Zone Recreational and Training and Attention al smaller High Neighborhood Alto de Magdalena Municipality of Pitalito – Huila
<b>24.</b>	
<b>Grant</b>	<b>ADAM-ARD-DA-004-G-007</b>
<b>Implementer</b>	Frutales del Patía S.A.
<b>Period of Performance</b>	6 months

<b>Cost</b>	COLP\$240,500,000 (Approximately \$102,340)
<b>Status</b>	Signed on November 24, 2006.

25.

<b>Grant</b>	<b>ADAM-ARD-DA-003-G-006</b>
<b>Implementer</b>	Forestal Cauca S.A.
<b>Period of Performance</b>	6 months
<b>Cost</b>	COLP\$205,700,000 (Approximately \$87,532)
<b>Status</b>	Approved USAID CTO, pending for approval by Christ Landry for to sign grant
<b>Purpose</b>	To strengthen the company, <i>Forestal Cauca S.A</i> and support approximately 500 families and 1,500 hectares.

### C. IN CONTRACTUAL PROCESS - TO BE SIGNED WITH IMPLEMENTER (31)

1.

<b>Grant</b>	<b>ADAM-ARD-FIS-IDP-008-G-002</b>
<b>Implementer</b>	Asociación Comunal de Juntas de la Comuna 10
<b>Cost</b>	COLP667,998,631 (Approximately \$280,120)
<b>Status</b>	Signed for COP ADAM. Pending to sing grantee.
<b>Purpose</b>	Housing offering for the population displaced person, vulnerable and in zones of risk of the municipality of San Juan of Pasto, Project Juan Pablo II. Aqueduct Networks construction and sewer System.

2.

<b>Grant</b>	<b>ADAM-ARD-FIS-IDP-002-G-001</b>
<b>Implementer</b>	Asociación del Acueducto Rural de Rionegro
<b>Cost</b>	COLP 571,305,973 (Approximately \$238,044)
<b>Status</b>	Signed for COP ADAM. Pending to sing grantee.
<b>Purpose</b>	Construction of the Plant of Drinkable water processing by slow filtration in multiple phases, FIME for the rural aqueduct of Rio Negro. Municipality of Popayán - department of Cauca

3.

<b>Grant</b>	<b>ADAM-ARD-FIS-IDP-005-G-004</b>
<b>Implementer</b>	Asociación de Padres de Familia Institución Educativa Alejandro Humboldt
<b>Cost</b>	COLP \$143.850.086 (Approximately \$61,213)
<b>Status</b>	Signed for COP ADAM. Pending to sing grantee.
<b>Purpose</b>	Construction of the school restaurant and dressing rooms Educational Institution Alejandro of Humboldt in the municipality of Popayán – Cauca

4.

<b>Grant</b>	<b>ADAM-ARD-FIS-IDP-006-G-005</b>
<b>Implementer</b>	Asociación comunitaria de Desplazados Palermo Sur
<b>Cost</b>	COLP 128,807,786 (Approximately \$55,405)
<b>Status</b>	Signed for COP ADAM. Pending to sing grantee.
<b>Purpose</b>	Construction electrification with networks of average and low tension in the neighborhood Palermo South municipality of Mocoa – Putumayo

5.

<b>Contract</b>	<b>ADAM-ARD-GL-009-C-002</b>
<b>Implementer</b>	Fondo Mixto de Cultura de Nariño
<b>Cost</b>	COLP 235.515.000 (Approximately \$98,131)
<b>Purpose</b>	Community Radio Station Nariño

6.

<b>Contract</b>	<b>ADAM-ARD-GL-009-C-003</b>
<b>Implementer</b>	COOPMUJER
<b>Cost</b>	COLP 157,010,000 (Approximately \$65,421)
<b>Purpose</b>	Community Radio Station Putumayo

7.

<b>Contract</b>	<b>ADAM-ARD-GL-009-C-004</b>
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<b>Implementer</b>	Fundación COMUNARTE Florencia
<b>Cost</b>	COLP 39,252,500 (Approximately \$16,355)
<b>Purpose</b>	Community Radio Station Caquetá

8.

<b>Contract</b>	<b>ADAM-ARD-GL-009-C-005</b>
<b>Implementer</b>	Universidad de Antioquia
<b>Cost</b>	COLP 157,010,000 (Approximately \$65,421)
<b>Purpose</b>	Community Radio Station municipalities Zaragoza, Cauca and Arboletes in department of Antioquia and municipality Montelíbano in department of Córdoba

9.

<b>Contract</b>	<b>ADAM-ARD-GL-009-C-006</b>
<b>Implementer</b>	Corporación Nuevo Arco Iris
<b>Cost</b>	COLP 78,505,000 (Approximately \$32,710)
<b>Purpose</b>	Community Radio Station Huila

10.

<b>Contract</b>	<b>ADAM-ARD-GL-009-C-007</b>
<b>Implementer</b>	Fundación Apoyo Universidad del Cauca
<b>Cost</b>	COLP 392,525,000 (Approximately \$163,552)
<b>Purpose</b>	Community Radio Station Cauca

11.

<b>Contract</b>	<b>ADAM-ARD-GL-009-C-008</b>
<b>Implementer</b>	Asociación de Emisoras comunitarias del Magdalena AREDMAG
<b>Cost</b>	COLP 510,285,500 (Approximately \$212,618)
<b>Purpose</b>	Community Radio Station Magdalena Medio

12.

<b>Task Order</b>	<b>A-G-I-C-GL-P-005</b>
<b>Implementer</b>	Georgetown University
<b>Cost</b>	COLP (Approximately \$ )
<b>Status</b>	Approved CTO and CO USAID
<b>Purpose</b>	Program Administration

13.

<b>Task Order</b>	<b>A-G-I-C-GL-P-006</b>
<b>Implementer</b>	Georgetown University
<b>Cost</b>	COLP (Approximately \$ )
<b>Status</b>	Approved CTO and CO USAID
<b>Purpose</b>	Program Administration - Javeriana University

14.

<b>Task Order</b>	<b>A-G-I-C-GL-A-007</b>
<b>Implementer</b>	Georgetown University
<b>Cost</b>	COLP (Approximately \$ )
<b>Status</b>	Approved CTO USAID
<b>Purpose</b>	Security component

15.

<b>Task Order</b>	<b>A-G-I-C-GL-A-008</b>
<b>Implementer</b>	Georgetown University
<b>Cost</b>	COLP (Approximately \$ )
<b>Status</b>	Approved CTO USAID
<b>Purpose</b>	Municipal councils – Bogota

16.

<b>Grant</b>	<b>ADAM-ARD-FIS-IDP-017</b>
<b>Implementer</b>	Asociación de Mineros Desplazados - ASOMIND
<b>Cost</b>	COLP 502.301.893 (Approximately \$213,745)
<b>Status</b>	Approved CTO USAID
<b>Purpose</b>	Urbanización Villa Esperanza

17.

<b>Grant</b>	<b>ADAM-ARD-FIS-018</b>
<b>Implementer</b>	Resguardo Indígena de Novirao
<b>Cost</b>	COLP 116.009.058 (Approximately \$50,926 )
<b>Status</b>	Approved CTO USAID
<b>Purpose</b>	Construcción de dos aulas y un restaurante escolar en la Institución Educativa Novirao, Resguardo Indígena de Novirao, municipio de Totoró, Departamento del Cauca

18.

<b>Grant</b>	<b>ADAM-ARD-FIS-019</b>
<b>Implementer</b>	Resguardo indígena de Paniquita
<b>Cost</b>	COLP 95.261.754 (Approximately \$41,818 )
<b>Status</b>	Approved CTO USAID
<b>Purpose</b>	Construcción de tres aulas en el Centro Educativo Rufal Buenavista sede La Estela, Resguardo Indígena de Paniquita, municipio de Totoró, Departamento del Cauca

19.

<b>Grant</b>	<b>ADAM-ARD-FIS-020</b>
<b>Implementer</b>	Resguardo Indígena de Totoro
<b>Cost</b>	COLP 84.132.005 (Approximately \$36,932 )
<b>Status</b>	Approved CTO USAID
<b>Purpose</b>	Construcción de tres aulas escolares en la Institución educativa colegio básico pueblo Totoró San Rafael Betania, resguardo de Totoró, municipio de Totoró, Departament del Cauca

20.

<b>Grant</b>	<b>ADAM-ARD-FIS-021</b>
<b>Implementer</b>	Junta de Acción Communal Vereda Alto del Tigre
<b>Cost</b>	COLP 206.890.232 (Approximately \$90,821 )
<b>Status</b>	Approved CTO USAID
<b>Purpose</b>	Construcción de 96 Unidades Sanitarias unifamiliares (ADAM aportará los recursos para la construcción de 57 baterías, el municipio 13 y la gobernación 26) en el corregimiento Enrique Muñoz Navia del Municipio de Isnos departamento del Huila

21.

<b>Grant</b>	<b>ADAM-ARD-FIS-022</b>
<b>Implementer</b>	Junta de Acción comunal Vereda La Lindosa
<b>Cost</b>	COLP 109.967.554 (Approximately \$48,274 )
<b>Status</b>	Approved CTO USAID
<b>Purpose</b>	Construcción de 70 baterías sanitarias en el núcleo productivo del municipio de La Plata - Departamento de Huila

22.

<b>Grant</b>	<b>ADAM-ARD-FIS-023</b>
<b>Implementer</b>	Junta de Acción Comunal de la Vereda Divino Niño
<b>Cost</b>	COLP 119.495.195 (Approximately \$52,456 )
<b>Status</b>	Approved CTO USAID
<b>Purpose</b>	Construcción de 56 baterías sanitarias en algunas veredas (Paraiso Charguayaco, Alto Belle Vista, Laureles, Divino Niño, Resinas, Costa Rica, Charguayaco, Santa Rita, Triiunfo, Zanjones e Higuero) del corregimiento de Riveras del Guarapas. Municipio de Pitalito. Departamento del Huila

23.

<b>Grant</b>	<b>ADAM-ARD-FIS-IDP-024</b>
<b>Implementer</b>	Junta de Acción Comunal Vereda la Viuda
<b>Cost</b>	COLP 199.403.532 (Approximately \$87,343 )
<b>Status</b>	Approved CTO USAID
<b>Purpose</b>	Construcción de cuatro aulas escolares y baterías sanitarias en el Colegio Amalaka, municipio de Totoró, departamento del Cauca

24.

<b>Grant</b>	<b>ADAM-ARD-FIS-IDP-025</b>
<b>Implementer</b>	Asociación de Vivienda Desplazados del Sur
<b>Cost</b>	COLP 178.657.722 (Approximately \$78,256 )
<b>Status</b>	Approved CTO USAID
<b>Purpose</b>	Construcción de equipamiento comunal, zonas recreativas y espacio público de la Ciudadela Puerta de Sol de la ciudad de Neiva - Departamento del Huila

25.

<b>Grant</b>	<b>ADAM-ARD-FIS-026</b>
<b>Implementer</b>	Resguardo Indígena de Pueblo Nuevo
<b>Cost</b>	COLP 247.919.414 (Approximately \$108,594 )
<b>Status</b>	Approved CTO USAID
<b>Purpose</b>	Reposición alcantarillado sanitario en la cabecera del corregimiento de Pueblo, Nuevo, resguardo Pueblo Nuevo, municipio de Caldono departamento del Cauca

26.

<b>Grant</b>	<b>ADAM-ARD-FIS-027</b>
<b>Implementer</b>	Cabildo Indígena de Pitayo
<b>Cost</b>	COLP 120.784.080 (Approximately \$ 52,929)
<b>Purpose</b>	Planta de tratamiento de aguas residuales del centro poblado de Pitayó. Resguardo Indígena de Pitayó. Municipio de Silvia.

27.

<b>Grant</b>	<b>ADAM-ARD-FIS-028</b>
<b>Implementer</b>	Asociación Defensora del macizo Colombiano – ASDEMACO -
<b>Cost</b>	COLP 28.334.762 (Approximately \$12,229 )
<b>Purpose</b>	Construcción de dos centros de Comercialización de Mora en las veredas Hornitos y Paloquemao, Municipio de Isnos, Departamento del Huila.

28.

<b>Grant o Contract</b>	<b>ADAM-ARD-DA-010</b>
<b>Implementer</b>	Corporación Nuevo Municipio
<b>Cost</b>	COLP 406.875.832 (Approximately \$176,903 )
<b>Purpose</b>	Proyecto Productivo para el establecimiento de 100 hect{areas de mora con pequeños sproductores del municipio de ISNOS, asistencia técnica, capacitación y acompañamiento socio - empresarial, gestión comercial, financiera y comercialización del producto.

29.

<b>Grant o Contract</b>	<b>ADAM-ARD-DA-011</b>
<b>Implementer</b>	Sociedad Agraria de Transformación – SAT
<b>Cost</b>	COLP 513.541.758 (Approximately \$223,279 )
<b>Purpose</b>	Establecimiento de cadenas productivas de Mora de Castilla y Maracuya, beneficiando a 130 pequeños productores en zona de economía lícita del municipio de La Plata Huila

30.

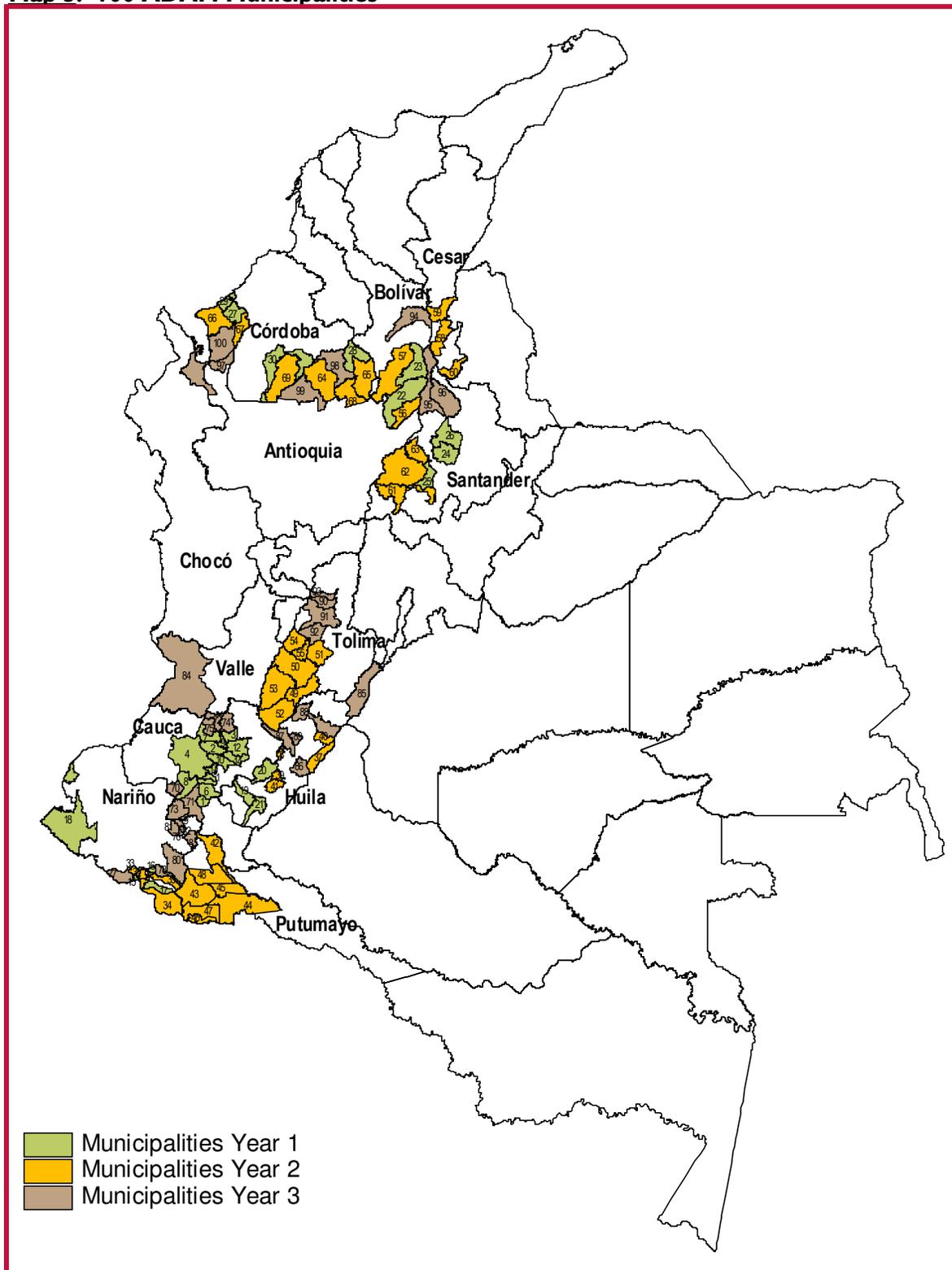
<b>Grant o Contract</b>	<b>ADAM-ARD-DA-012</b>
<b>Implementer</b>	APROFRUSA
<b>Cost</b>	COLP 595.213.440 (Approximately \$248,006 )
<b>Purpose</b>	Mejoramiento de la capacidad productiva de 150 familias de fruticultores y comercialización de la producción de 150 nuevas hectáreas de mora y granadilla en el municipio de Pitalito, Implementando prácticas de BPA

31.

<b>Grant o Contract</b>	<b>ADAM-ARD-DA-013</b>
<b>Implementer</b>	Asociación Frijoleros de la Plata
<b>Cost</b>	COLP 524.094.748 (Approximately \$227,867 )
<b>Purpose</b>	Establecimiento de 200 hectáreas de frijol tecnificado, para beneficiar a 200 familias del municipio de La Plata

# Annex H: 100 High-Priority ADAM Municipalities

Map 3: 100 ADAM Municipalities



**Table 37: 100 High-Priority ADAM Municipalities**

Year	USAID Strategic Region	Department	Municipality	Population (Census 2005)	On Map
<b>PRIORITY MUNICIPALITIES FOR YEAR 1</b>	<b>Southwest Colombia Region</b>	Cauca	Almaguer	18,393	1
		Cauca	Cajibío	34,818	2
		Cauca	Caldono	31,045	3
		Cauca	El Tambo	37,883	4
		Cauca	La Sierra	10,844	5
		Cauca	La Vega	39,133	6
		Cauca	Morales	24,381	7
		Cauca	Patía	33,328	8
		Cauca	Piendamó	36,225	9
		Cauca	Popayán	258,653	10
		Cauca	Rosas	12,715	11
		Cauca	Silvia	30,377	12
		Cauca	Timbío	29,775	13
		Cauca	Totoró	18,060	14
		Nariño	Cuaspud	8,108	15
		Nariño	Iles	7,867	16
		Nariño	Potosí	13,040	17
		Nariño	Tumaco	161,490	18
	<b>Macizo / Putumayo Region</b>	Huila	Isnos	23,756	19
		Huila	La Plata	51,784	20
		Huila	Pitalito	103,582	21
	<b>Magdalena Medio / Norte de Santander Region</b>	Bolívar	San Pablo	27,108	22
		Bolívar	Simití	18,139	23
		Santander	El Carmen	18,103	24
		Santander	Landázuri	13,155	25
		Santander	San Vicente	28,084	26
<b>Urabá / Northwestern Antioquia / Chocó Region</b>	Antioquia	Arboletes	31,039	27	
	Antioquia	Nechí	21,287	28	
	Antioquia	San Juan de Urabá	20,938	29	
	Córdoba	Montelíbano	73,619	30	
<b>PRIORITY MUNICIPALITIES FOR YEAR 2</b>	<b>Southwest Colombia Region</b>	Nariño	Aldana	6,780	31
		Nariño	Contadero	6,639	32
		Nariño	Guachucal	16,627	33
		Nariño	Ipiales	109,865	34
		Nariño	Puerres	8,850	35
		Nariño	Pupiales	18,415	36
	<b>Macizo / Putumayo Region</b>	Huila	Algeciras	23,323	37
		Huila	Nátaga	5,807	38
		Huila	Pital	12,811	39
		Huila	Rivera	16,654	40
		Huila	Tarqui	15,921	41
		Putumayo	Mocoa	36,185	42
		Putumayo	Orito	39,519	43
		Putumayo	Puerto Asís	55,878	44
Putumayo		Puerto Caicedo	14,168	45	
Putumayo		San Miguel	22,203	46	
Putumayo	Valle del Guamuez	45,601	47		
Putumayo	Vilagarzón	20,646	48		
Tolima	Ataco	21,603	49		

<b>PRIORITY MUNICIPALITIES FOR YEAR 3</b>		Tolima	Chaparral	46,090	50
		Tolima	Ortega	33,297	51
		Tolima	Planadas	28,808	52
		Tolima	Rioblanco	24,993	53
		Tolima	Roncesvalles	6,090	54
		Tolima	San Antonio	14,970	55
	<b>Magdalena Medio / Norte de Santander Region</b>	Bolívar	Cantagallo	7,839	56
		Bolívar	Santa Rosa del Sur	30,482	57
		Cesar	Aguachica	80,789	58
		Cesar	La Gloria	14,173	59
		Cesar	San Alberto	19,656	60
		Santander	Bolívar	13,471	61
		Santander	Cimitarra	30,843	62
		Santander	Puerto Parra	6,462	63
	<b>Urabá / Northwestern Antioquia / Chocó Region</b>	Antioquia	Cáceres	29,238	64
		Antioquia	El Bagre	45,848	65
		Antioquia	Necoclí	48,679	66
		Antioquia	San Pedro de Urabá	28,747	67
		Antioquia	Zaragoza	26,939	68
		Córdoba	Puerto Libertador	36,026	69
	<b>Southwest Colombia Region</b>	Cauca	Balboa	23,699	70
		Cauca	Bolívar	43,461	71
		Cauca	Buenos Aires	22,804	72
		Cauca	Mercaderes	17,670	73
		Cauca	Santander de Quilichao	80,653	74
		Cauca	Suárez	19,002	75
		Nariño	Arboleda	7,442	76
		Nariño	Cumbal	26,463	77
		Nariño	Funes	6,687	78
		Nariño	La Unión	27,035	79
		Nariño	Pasto	383,846	80
		Nariño	San Lorenzo	18,430	81
		Nariño	San Pedro de Cartago	7,047	82
		Nariño	Tablón de Gómez	13,890	83
		Valle	Buenaventura	325,090	84
	<b>Macizo / Putumayo Region</b>	Huila	Colombia	9,067	85
		Huila	Gigante	28,174	86
		Huila	Iquira	10,706	87
		Huila	Neiva	315,332	88
		Huila	Teruel	8,198	89
		Tolima	Anzoátegui	16,546	90
		Tolima	Ibagué	495,246	91
	Tolima	Rovira	21,250	92	
	Tolima	Santa Isabel	6,453	93	
<b>Magdalena Medio / Norte de Santander Region</b>	Bolívar	Rio Viejo	20,901	94	
	Santander	Puerto Wilches	31,058	95	
	Santander	Sabana de Torres	19,448	96	
<b>Urabá / Northwestern Antioquia / Chocó Region</b>	Antioquia	Apartadó	134,572	97	
	Antioquia	Caucasia	89,443	98	
	Antioquia	Tarazá	33,434	99	
	Antioquia	Turbo	122,780	100	

# ANNEX I: Financial Reports and Budget Projections

Please refer to the Excel document attached separately for details on expenditures to date and projections for 2007.

Worksheet 1 - Labor: This sheet provides detail on 2007 personnel expenses for Home Office assistance, U.S. Consultants; Bogotá based expatriates, CCN staff working 100% on ADAM, and local consultants.

Worksheet 2 - G&C, Travel, Allowances, ODCs : This sheet provides detail on Subcontracts and Grants, Travel, Allowances, and ODC's budgeted for 2007.

Worksheet 3 - Shared Costs: This sheet provides details on shared ADAM & MIDAS costs for 2007.