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SCOPING REPORT
THE ENVIRONMENTAL PROFILE OF COLOMBIA

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June 8-20, 1987

Environmental Planning and Management Project
International Institute for Environment and Development

BACKGROUND

Beginning in 1979, with the publication of the Environmental Profile of Bolivia, USAID has sponsored national environmental profiles for more than a dozen countries, mostly in the Latin American and Caribbean region.

For some time the USAID office in Colombia had been interested in performing a national environmental profile. In October, 1985 two AID representatives, Marea Hatziolos and Howard Clark, spent two weeks in Colombia eliciting interest in a national profile among Colombian institutions. Their visit resulted in a report entitled, Colombia Trip Report.

Following this report, AID eventually committed funding for the Environmental Profile of Colombia and commissioned a study of its scope and feasibility. This feasibility study was carried out by the International Institute for Environment and Development, IIED, through its cooperative agreement with AID to administer the Environmental Planning and Management Project. This report sets out the results of the feasibility study.

Feasibility Study

The feasibility study team, composed of Walter Arensberg, Marea Hatziolos, and Dennis McCaffrey performed the study in Colombia between June 8 and June 19, 1987. The team received strong support

from Mr. James Smith, USAID representative in Colombia and his assistant, Mrs. Vivian Gillespie. Dr. Jaime Ayala of the Fundación Segunda Expedición Botánica and Dr. Diana Pombo of COLCIENCIAS participated fully with the team. Their invaluable assistance ranged from arranging appointments to providing essential insights into the Colombian environment and the characteristics of the institutional arrangements for natural resources planning and management in the country.

Approach

The study team explored the feasibility of developing a profile for Colombia through a series of roundtable discussions, individual interviews and the presentation of a schematic proposal for a profile. Throughout the discussions the team sought to determine what the fundamental objectives of a profile might be, what major issues it should address, how the profiling effort would be carried out by Colombia institutions and what means of support, financial and otherwise, existed for the effort. The essential premise underlying the entire scoping exercise was that the development of the profile had to be initiated and undertaken by Colombian institutions as a collaborative effort.

The scoping study involved four basic steps. The first was to present the idea of preparing a CEP for Colombia to a roundtable of public and private institutions responsible for environmental protection and natural resource management. Some sixteen Colombian

organizations attended this roundtable meeting, and the discussion which ensued helped define the themes that were pursued during the next steps in the study. The organizations at the meeting established an ad hoc committee to coordinate with the Study Team and receive and discuss the proposal for the scope of the profile which was to be prepared at the end of the study visit.

The next step was to meet separately with representatives of each of the public and private institutions which should or might be interested in the preparation of the profile. These interviews provided a relatively thorough review of the work that these institutions are doing in the area of environmental planning and management, the data and analytical studies that already exists, the critical issues facing the country in this area, the scope that a CEP might have, and the role that each of these institutions might play in developing it. The study team, accompanied by either Dr. Ayala or Dr. Pombo met with thirteen separate organizations during the two week period. A list of these meetings is attached.

The third step in the process was to prepare a brief proposal to the CEP. The study team and Dr. Pombo worked on the proposal which was then presented to the Ad Hoc Committee mentioned earlier in this report.

The main point to be made about this proposal, English and Spanish versions of which are attached to this report, is that it reflects the concerted interest of Colombian institutions to define

a strategy for action rather than describe the nation's environmental conditions and trends and analyze resource management issues. The majority of the people interviewed by the Study Team felt that much analytical work had already been done and that the real need in Colombia was to draw this work together to formulate detailed strategies for addressing the critical issues faced by the country. These strategies and proposed programs could then serve as the basis for future funding by national and international organizations.

The final step in the study was to present the proposed approach to the Ad Hoc Committee. At the committee meeting, the proposal was accepted in principle and the Ad Hoc Committee agreed to take immediate action to establish the structure for the profile and prepare a more detailed proposal reflecting Colombian contributions to the effort. The Committee set July 20 as the deadline for submitting this proposal.

On the weekend which intervened during the two-week stay, the Director of National Parks took the Study Team on a field trip to Gorgona Island National Park and Sanquianga National Park on the Pacific Coast of Colombia, to observe first hand how national parks are managed, and examine part of the region which will come under increasing development pressure in the future.

THE EXISTING SITUATION IN COLOMBIA

Colombia has an extremely complex geography which divides the country into five distinct natural regions. The Andean region in the center of the country consists of three parallel cordilleras, each attaining altitudes of more than 4,000 meters, and the deep, narrow valleys which separate them. To the west lies the Choco, or Pacific Coast region, one of the world's wettest places, still mostly covered with dense, tropical forest but under pressure for development. The Caribbean Coastal region, a mixture of mountains, plains, swamps, and deserts with accompanying diversity of land use, lies to the north. To the east one finds the llanos, the grass covered plains of the Orinoco and, to the southeast, Amazonia.

Colombia's physical diversity begets parallel diversity in climate, ecology, and social conditions. For more than a generation, guerrillas have operated in the remote parts of the country and not all of the national territory is under government control. More recently, the production of illegal drugs has alienated portions of society and territory from national unity. Movement of colonists, usually poor farmers, into heretofore sparsely settled regions further complicates the social and environmental situation.

Faced with this complexity, the current government of Colombia, which took office a little less than a year ago, has inaugurated the National Rehabilitation Plan. The plan intends to bring adequate

infrastructure and social services to the poorest segment of the nation's people. Raising living standards should weaken the hold of the guerrillas and dissuade people from producing illegal drugs. It could also increase awareness of environmental issues and induce more sustainable land use practices. Therefore, the Environmental Profile of Colombia should be highly compatible with the National Rehabilitation Plan.

The Profile will draw from a broad spectrum of Colombian institutions and a large pool of existing environmental information in Colombia. The numerous institutions, both public and private, tend to function within narrowly defined sectors. They do not interact much across sectors which means that environment, a transsectoral matter, receives little attention. This is true at the local level, as well as the national, which has traditionally been weak and underfunded.

As regards information, large amounts exist, and the institutions dedicated to information, like the Geographic Institute and the Meteorology Service, produce excellent work. Other institutions, however, do not fulfill their information functions so well. This makes for large differences in quality of information as well as gaps. The biggest problem, however, is access to information. Many data are not published and many publications have very limited distribution. Decision makers remain poorly informed because they do not have the information they need even though that information exists.

The Environmental Profile of Colombia will address both institutional and information issues. Of necessity it will entail institutional collaboration and coordination across sectors. Of necessity it will also draw together diverse information from diverse sources. Finally, it will propose how to apply institutional effort and information on the ground in critical areas. This will mesh with another basic policy of the Colombian government, that of decentralization and strengthening of local government.

FOLLOW UP

The meeting of the Executive Committee to receive the foregoing proposal resulted in acceptance of the proposal in principle. The committee members plan to comment on the proposal in detail. This commentary will initiate a revised proposal from the Committee to USAID for the Environmental Profile of Colombia. An initial deadline for this revised proposal was set for July 20, 1987.

The proposal will indicate which Colombian institution will serve as lead agency for the profile. It will also state the precise composition of the Executive Committee and the approximate composition of the Steering Committee. Further, it will identify fairly specifically the intended results, or products, of the Profile. Finally, it will contain a budget that details the Colombian national contribution to the Profile.

In addition to preparing the proposal, the Committee will begin looking for people to serve as executive and administrative staff for the Profile and also as members of its technical teams.

IIED will continue to promote the Profile, primarily in Washington, and also remain available to provide technical assistance. USAID will complete the administrative processes necessary to finance the Profile.

MEETINGS (6/9 - 6/19)

Organization	Contact
1. USAID	Jim Smith/Vivian Gillespie
2. Segunda Expedicion Botanica	Dr. Jaime Ayala
3. Colciencias	Diana Pombo/Director
4. INDERENA	Ignacio Valero, Carlos Fonseca, Alvaro Soto
5. Ministry of Health	Guillermo Echfoerry
6. Fundacion Natura	Guillermo Hurtado
7. National Planning Office	Marta Fandino
8. Ingeominas	Director/Felix Roa
9. Instituto de Investigaciones Technologicas (IIT)	Eduard Wills
10. INCORA (Agrarian Reform Inst)	Director
11. Condenio Andres Bello	Guillermo Ramirez/Director
12. HIMAT	Nelson Sabogal
13. Instituto Geografico	Alvaro Gonzales

Roundtable Meeting

Name	Organization	Address & Telephone
Walter Arensberg	International Inst. for Environment & Development	1717 Massachusetts Ave.NW Washington, DC (202) 462-0900
Maria Ballesteros	Fundacion Natura	Cl. 90 #10-61 (201) tel. 2361507
Ernesto Barriga B.		Cra.49 #126-88 Bogota tel. 2538463
Eloisa Trellez	ICFES	Cl. 17 No. 3-40 Bogota tel. 2438883
Guillermo Echeverry Lopez	Ministerio de Salud	Cl. 55, #10-32-315 Bogota tel. 2551204
Julio Carrizosa	Comite Hombre & Biosfera	Cl. 10 #1-87 Bogota tel. 2411922
Nelson Sabogal	HIIMAT	Cra. 5 #15-80, Piso 18 tel. 2848314
Felix A. Roq Torres	Ingeominas	Diag. 53 # 34-53 Bogota tel. 2211400 ext. 313
Gloria Leon de Tovar	HIMAT	Cra. 5 #15-80 Bogota tel. 2816415
Henry Yesid Bernal M.	Convenio "Andres Bello"	Cra. 19 #80-64 Bogota tel. 2363475
Martha Fandino Lozano	Planeacion Nacional	tel. 2822624
German Andrede	Fundacion Natura	tel. 2572780
Rene Hauzeur	FEPEC-CEDEN	Cl. 37 #17-21 Bogota tel. 2452235, 2856789
Guillermo Hurtado	Fundacion Natura	Cl. 90 #10-61 Bogota tel. 2361507
Gustavo Flechas	Inst. Investigaciones Technologicas	Ave. 30 #52A77 Bogota tel. 2210066
Eduardo Wills	Inst. Invest. Tech.	Ave. 30 #52A77 Bogota tel. 2218661
Antonio Infante	Recursos Naturales Minagricultura	Cra. 10 #20-30 Bogota tel. 2822150

Roundtable Meeting (Cont.)

Name	Organization	Address & Telephone
Antonio Infante	Recursos Naturales Minagricultura	Cra. 10 #20-30 tel. 2822150
Dennis McCaffrey	IIED	Washington, D.C.
Carlos Fonseca	Inderena	Inderena tel. 2875768
Ignacio Valero	Inderena	2883137
Jorge A.	Colciencias	2741487
Diana Pombo	Colciencias	2740004
Alvaro Soto	Inderena	2858029
Jorge E. Ruiz	Presidencia de la Rep.	2843300
Jaime Ayala	Funbotanica	

ENVIRONMENTAL PROFILE OF COLOMBIA

I. PURPOSE

The purpose of this report is to suggest the general terms of collaboration among Colombian institutions in order to define the basic elements of a strategy for improved integration of the management of renewable natural resources and the environment with socioeconomic development in Colombia. It sets out the general and specific objectives for the study as well as a proposal for how to structure it and an illustrative budget. These statements serve to initiate a discussion process that, hopefully, will lead to the elaboration of a detailed work and collaboration plan.

The report results from a process of dialogue and research among public and private Colombian institutions interested in the problem of environment and management of natural resources, representatives of the International Institute for Environment and Development (IIED), and the Agency for International Development of the United States Government (USAID). The IIED and USAID propose to participate in the study through the Environmental Planning and Management Project. Given the resources available, the study has been seen as the first step in a longer range process among the institutions involved.

As a result of this study process, it is hoped that the participating institutions will not only reach a better understanding of the complex needs for positive action but also a new coordination process to facilitate this action. The integration of the efforts of public institutions and broader participation at all levels by private and community organizations are basic requirements for truly sustainable development in the future.

II. GENERAL OBJECTIVES

- Create the foundation for a strategy that integrates the management of renewable natural resources and the environment with national socioeconomic development.

- Define and propose a series of priority actions to establish the strategy in the various sectors and areas of the country, creating the foundation to define investment programs and immediate actions by national institutions as well as international sources.

III. SPECIFIC OBJECTIVES

1. Examine existing conditions and trends with regard to use and management of natural resources and the environment, based upon integration of existing information and data.

2. Examine the policies and programs of institutions that influence management of renewable natural resources and environment at the national and regional levels. This will include programs and activities of nongovernmental organizations.

3. Examine the state of information about renewable natural resources and environment and its institutional sources with an evaluation of its availability, breadth, accuracy and usefulness.

4. Define critical areas with regard to:

   a. Condition and future of natural resources in relation to the context of their use and management (e.g. water resources, land resources: their availability, quality and carrying capacity.)

   b. Needs to improve the system for collecting, processing and disseminating data.

   c. Adequacy of the institutional infrastructure to resolve the problems noted.

5. Propose strategies and priority action programs at the national and regional levels, defining institutional mechanisms and responsibilities and possible sources of national or international financing.

   These proposals should include:

   - Public and private institutional aspects.

   - Aspects of resource analysis and planning methodologies.

   - Aspects of information systems for resources management.

   - Training and education aspects.

   - Relation to the government's priority programs and policies, such as the National Rehabilitation Plan and the program for administrative decentralization.

6. Offer, by way of the document produced by this profile, a source of information and analysis for users as well as a basis to develop education and public information programs at the national and regional levels.

IV. STRUCTURE AND METHODOLOGY

Steering Committee

The Steering Committee is composed of governmental and nongovernmental institutions from the national, regional and departmental levels that have an interest in natural resource management and the environment.

The Steering Committee should meet periodically (two or three times a year) to exchange ideas and information that would contribute to the national environmental profile.

The Steering Committee is a flexible group, able to incorporate new members as the process of producing the profile continues.

Following is a tentative list of members of the Steering Committee in addition to those members who also serve on the Executive Committee:

CAR, CVC, Chambers of Commerce, Convenio Andres Bello, ECOPETROL, FES, FEPEC-CEDEN, FIPMA, HIMAT, IIT, INCORA, IGAC, INGEOMINAS, INS, Man and the Biosphere Committee, Ministry of Agriculture, Presidency of the Republic, Universities.

Executive Committee

The Executive Committee is composed of the following institutions:

COLCIENCIAS, Fundacion Natura, INDERENA, Ministry of Health, National Planning Department, Second Botanical Expedition Foundation.

The chairman of the Executive Committee shall be chosen from among these entities. The Executive Committee has responsibility to promote all aspects of the national environmental profile. It will act as a link to the Steering Committee.

The Executive Committee should meet frequently (once a month) to inform itself of the progress of the profile and to make recommendations with regard to it.

The organization acting as executive secretary to the Committee shall have administrative responsibility for the profile, including, among others, financial administration, contracting the profile director and members of the profile working group, providing an office for the work, maintaining a data center, and publishing and disseminating the documents produced by the profile. It is also responsible for making maximum use of the technical resources available from the member organizations of the Steering Committee.

Profile Director

The Director of the Profile has principal responsibility for the execution of the profile. He or she should dedicate full time to realizing and completing the objectives and results of the profile. The Profile Director should be qualified in some technical aspect of natural resources or environment and should also have experience in managing interdisciplinary projects.

The Profile Director will direct the work of the Profile Working Group and will serve as the principal technical contact for the Steering Committee and the Executive Committee.

Profile Working Group

The Profile Working Group will be composed of consultants contracted to perform specific technical assignments and technical specialists seconded from various institutions. The members of the group should work in subgroups or small teams under the direction of the Profile Director.

The members of the Profile Working Group should be qualified in a specialty related to environment or natural resources. They should also have experience in working with interdisciplinary teams. They will be responsible for collecting and interpreting data in their fields of specialization and making appropriate technical recommendations for natural resources management and institutional collaboration.

V. ILLUSTRATIVE BUDGET

Item	USAID	Counterpart*	Total
1. PERSONNEL	US$	US$	US$
Executive Secretary half time, 12 months, includes expenses:			$ 15,000
Profile Director full time, 12 months, includes expenses:			25,000
Permanent Representatives to the Executive Committee 2 days/month/12 months:			10,000
Profile Working Group (consultants, seconded technicians):			60,000
Secretary and Draftsman:			12,000
2. INTERNATIONAL TECHNICAL ASSISTANCE: - IIED - contractors	$32,000		
3. GOODS AND MATERIALS			
rent:			3,000
photocopies, office supplies:			1,000
document preparation, publication, dissemination:			15,000
4. ADMINISTRATIVE COSTS:			5,000
TOTAL	90,000**		$180,000

* It is assumed that most of the counterpart will be in kind, rather than in cash.

**The $90,000 represents USAID's full commitment to the profile but the illustrative budget only shows specific allocation of $32,000 for international technical assistance. The remaining $58,000 will be distributed in the other line items against the total budget of $180,000.

VI. CALENDAR

Activity	Month											
	1	2	3	4	5	6	7	8	9	10	11	12
Executive Committee Meeting	*	*	*	*	*	*	*	*	*	*	*	*
Steering Committee Meeting		*				*				*		
Hire Director	*											
Name Executive Secretary	*											
Detailed Planning	*	*										
Contract Working Group	*	*	*									
Study Conditions and Trends						*						
Study Policies and Institutional Programs						*						
Define, Analyze Critical Areas							*					
Establish Strategies, Programs								*				
Prepare Documents for Printing									*	*	*	
Printing												*
Dissemination, Follow Up												

PERFIL AMBIENTAL DE COLOMBIA

I. PROPOSITO.

El propósito de esta presentación es el de sugerir los terminos generales para una colaboración entre instituciones colombianas con el fin de definir los elementos básicos de una estrategia para la mejor integración del manejo de recursos naturales renovables y del medio ambiente al desarrollo económico y social de Colombia. Se presentarán los objetivos generales y específicos de dicho estudio, así como una propuesta para su estructuración y un presupuesto ilustrativo. Estos planteamientos servirán para iniciar un proceso de discusión que se espera llegará a la elaboración de un plan detallado de trabajo y colaboración.

La presentación es resultado de un proceso de diálogo e investigación entre instituciones colombianas públicas y privadas interesadas en la problemática del medio ambiente y el manejo de recursos naturales , representantes del Instituto Internacional para Medio Ambiente y Desarrollo (IIED) y la Agencia para el Desarrollo Internacional (USAID) del gobierno de los Estados Unidos de Norteamerica. El IIED y la USAID proponen participar en el estudio bajo su Proyecto para la Planeación y Manejo del Medio Ambiente. Dados los recursos disponibles, se ha visto al estudio como una primera etapa en un proceso de más largo alcance para las instituciones involucradas.

Como resultado de este proceso de estudio se espera que las instituciones que participen lleguen no sólo a una mejor comprensión de las complejas necesidades para una acción positiva sino a un nuevo proceso de coordinación que facilite esa acción. La integración de los esfuerzos de las instituciones públicas y la más amplia participación a todos niveles de los organismos particulares y comunitarios es un requisito básico para un desarrollo verdaderamente sostenible en el futuro.

II. OBJETIVOS GENERALES.

- Crear las bases para una estrategia que integre el manejo de los recursos naturales renovables y el medio ambiente al desarrollo económico y social del país.

- Definir y proponer una serie de acciones prioritarias para implantar dicha estrategia en diferentes sectores y áreas del país, creando las bases para la definición de programas de inversión y acción inmediata tanto por parte de instituciones nacionales como de fuentes internacionales.

Best Available Document

III. OBJETIVOS ESPECIFICOS.

1. Examinar las condiciones actuales y tendencias en cuanto al uso y manejo de los recursos naturales y del medio ambiente, basándose en la integración de la información y datos existentes.

2. Examinar las políticas y programas de las instituciones que influyen sobre el manejo de los recursos naturales y del medio ambiente a nivel nacional y regional. Se incluirán los programas y acciones de entidades no gubernamentales.

3. Examinar el estado de información sobre los recursos naturales renovables y el medio ambiente y sus fuentes institucionales con una evaluación sobre su disponibilidad, amplitud, confiabilidad y utilidad.

4. Definir áreas críticas en cuanto :
   a. Estado y perspectivas de los recursos naturales en relación con su contexto de uso y manejo.(ej. recurso agua, recurso tierra en cuanto a su disponibilidad, calidad y capacidad de carga).

   b. Necesidades para el mejoramiento del sistema de recolección, procesamiento y difusión de datos .

   c. Adecuación de la infraestructura institucional a la problemática esbozada.

5. Plantear estrategias y programas prioritarios de acción a nivel nacional y regional, definiendo mecanismos y responsabilidades institucionales y posibles fuentes de financiación nacional y/o internacional.

Este planteamiento incluiría:

- Aspectos institucionales públicos y privados
- Aspectos de metodologías de análisis de recursos y de planificación .
- Aspectos de sistemas de información para el manejo de los recursos.
- Aspectos de capacitación y educación.
- Aspectos de desarrollo científico y tecnológico.
- Relación con programas y políticas prioritarios de gobierno, como el PNR y el Programa de descentralización administrativa.

6.- Ofrecer, a través del documento producto de este perfil de estrategia, una fuente de información y análisis para los usuarios, a la vez que la base para el desarrollo de programas de divulgación y educación a nivel nacional y regional.

IV. ESTRUCTURA Y METODOLOGIA.

Comite Plenario.

El Comite Plenario està compuesto por instituciones gubernamentales y no gubernamentales tanto de nivel nacional como departamental y regional, que tengan interes en el manejo de recursos naturales y del medio ambiente.

El Comite Plenario debe reunirse periódicamente (dos o tres veces al año) para intercambiar ideas e informaciones que contribuyan al perfil ambiental nacional.

El Comite Plenario es un grupo flexible que puede incorporar nuevos miembros mientras continúe el proceso de elaboración del Perfil.

A continuación se presenta una lista tentativa de los miembros del Comite Plenario, adicionales a los que conforman el Comite Ejecutivo:

CAR, CVC, FIPMA, Càmaras de Comercio, Convenio Andres Bello, ECOPETROL, Comite MAB (Hombre y la Biosfera), FES, HIMAT, IIT, INGEOMINAS, INS, FEPEC- CEPEN, Ministerio de Agricultura, INCORA, IGAC, Presidencia de la República, Universidades.

Comite Ejecutivo

El Comite Ejecutivo està compuesto por las siguientes instituciones:
COLCIENCIAS, Departamento Nacional de Planeación, INDERENA, Ministerio de Salud, Fundación Segunda Expedición Botànica, IGAC. La presidencia del Comite Ejecutivo serà seleccionada entre estas entidades. El Comite Ejecutivo tiene la responsabilidad de promover el perfil nacional ambiental en todos los aspectos. Actùa como grupo de enlace con el Comite Plenario. y

El Comite Ejecutivo debe reunirse con frecuencia (una vez al mes) para informarse del progreso del perfil y hacer recomendaciones al respecto.

La entidad que asuma la secretaria ejecutiva del Comite tiene la responsabilidad administrativa del perfil, que incluye entre otras la administración financiera, la contratación del director y miembros del equipo de trabajo, la provisión de un local de trabajo, el mantenimiento de un centro o base de datos y la publicación y difusión de los documentos producidos por el perfil. Tambien se responsabiliza de aprovechar al máximo los recursos tecnicos brindados por las instituciones miembros del Comite Plenario.

Director del Perfil

El director del perfil tiene responsabilidad primaria para su ejecución. Debe dedicarse de tiempo completo al cumplimiento y realización de los objetivos y resultados del perfil. Debe ser persona calificada en uno u otro aspecto tecnico de recursos naturales o medio ambiente. Tambien debe tener experiencia en el manejo de trabajos interdisciplinarios.

El director del perfil dirige el equipo de trabajo y sirve como contacto tecnico principal para el Comite Ejecutivo y el Comite Plenario.

Equipo de trabajo

El equipo de trabajo está conformado por consultores contratados para la realización de estudios tecnicos especificos y por especialistas tecnicos prestados por las distintas instituciones. Debe trabajar en grupos o subequipos pequeños subordinados al director del perfil.

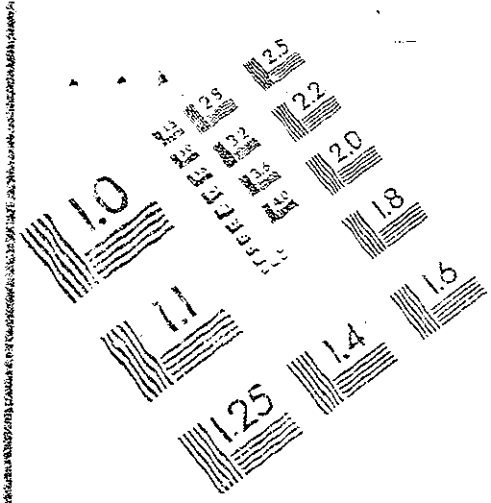
Los miembros del equipo de trabajo deben ser calificados en una especialidad tecnica relacionada con recursos naturales o medio ambiente. Deben demostrar tambien experiencia de trabajo en grupos interdisciplinarios. Se responsabilizan de la recopilación e interpretación de datos en sus campos de especialidad y de hacer recomendaciones tecnicas apropiadas para el manejo de recursos naturales y colaboración institucional.

V. PRESUPUESTO ILUSTRATIVO

CATEGORIAS	A.I.D. ($)	CONTRAPARTE	TOTAL
1. PERSONAL.			
Secretaria Ejecutiva. (1/2 tiempo.12 meses) Incluye viàticos, etc.			15.000
Director del Perfil (1 tiempo, 12 meses) Incluye viàticos, etc.			25.000
Representantes permanentes del C.E. (2 dias/mes/12 meses)			10.000
Equipo de trabajo (Consultores, tecnicos prestados			60.000
Secretaria y dibujante			12.000
2. ASESORES INTERNAC. -IIED -Contratados	32.000		32.000
3. MATERIALES Y BIENES			
- Arriendo			3.000
- Fotocopias, útiles de oficina			1.000
- Preparación y publicación			15.000
4. COSTOS ADMINISTRAT.			5.000
TOTAL	90.000		180.000

VI. CRONOGRAMA

Actividades	Meses 1	2	3	4	5	6	7	8	9	10	11	12
Reuniones Comite Ejecutivo	*	*	*	*	*	*	*	*	*	*	*	*
Reuniones Comite Plenario.		*				*				*		
Contratación del Director	*											
Designación de secret. ejecutiva	*											
Planificación detallada	*	*										
Contratación equipo de trabajo		*	*		*							
Estudios de Condiciones y tendencias						*						
Estudios de Políticas y Programas Institucionales						*						
Definición y análisis de áreas críticas							*					
Planteamiento de estrategias y programas								*				
Preparación de documentos para impresión									*	*	*	
Impresión												*
Difusión y seguimiento												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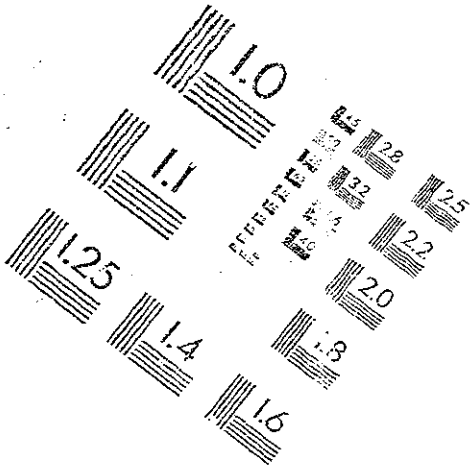
2.5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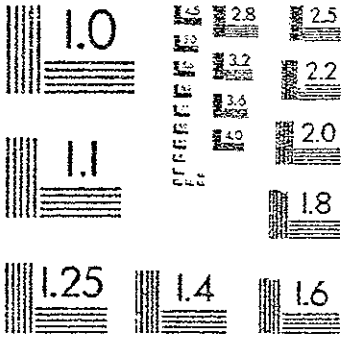
1.6
1.8
2.0
2.2
2.5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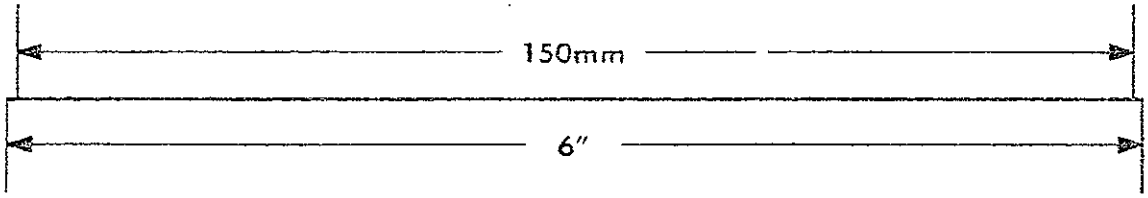
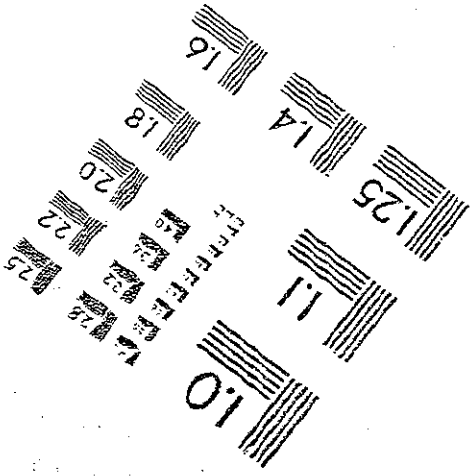
3.6
4.0


150mm
6"


1.0
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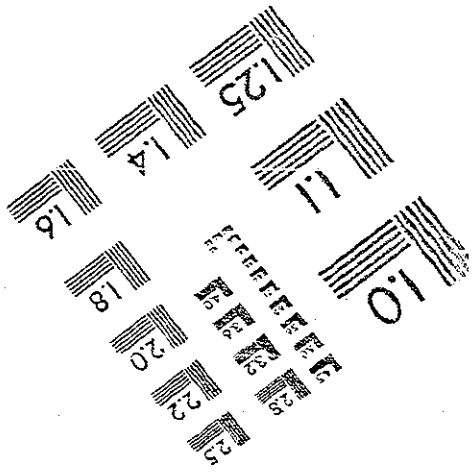
1.25
1.4
1.6
1.8
2.0
2.2
2.5


1.0
1.1
1.25
1.4
1.6
1.8
2.0
2.2
2.5