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UNCLASSIFIED

ACTION PLAN
FY 1989-1990
COLOMBIA

MAY 1988



Agency for International Development
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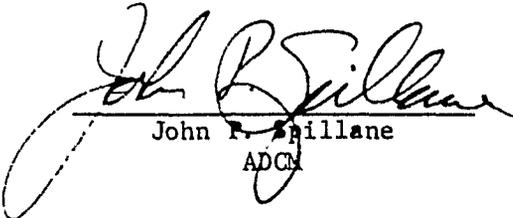
UNCLASSIFIED

A. I. D. COLOMBIA

ACTION PLAN

FY 1989-1990

Approved for submission
to AID Washington



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Bogotá, Colombia
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In considering our Summary Strategy Statement and (1989-90) Action Plan, it may be useful to review also several previous documents and analyses which form some of the bases for this submission. Documents which may be useful include:

- (A) Action Plan for Colombia: FY/86-88 (submitted in December, 1985).
- (B) Action Plan for AID in Colombi - 1988-89 (submitted in May, 1987).
- (C) Bogota 05020 and 04360 (for current political analysis).
- (D) Bogota 06313 (for economic forecast for 1988).
- (E) Bogota 06223 (for latest information on dealing with violence).

A. I. D. COLOMBIA ACTION PLAN: FY 1989 - 1990

PART I. SUMMARY STRATEGY STATEMENT

A. COUNTRY OVERVIEW

It can be argued that Colombia is both a model of Latin American partnership with the U.S., and a source of major difficulties for us. In terms of being a true democracy, exhibiting relatively responsible economic, political and institutional leadership, few L.A. countries can compare with it. At the same time the "Miami Vice" image of Colombia as principal "contributor" to international narcotic trafficking also is thoroughly warranted. Despite its current difficulties, though, considering its overall political and development status, Colombia clearly deserves its Advanced Developing Country (ADC) description.

On the political side, Liberal President Dr. Virgilio Barco, Colombia's eighth successive democratically-elected president, now is at approximately mid-point of his four-year term. While the Barco regime has had its troubles -- particularly in attempting to deal with violence and drug-trafficking (see more comments below) -- it definitely has tried to advance democratic concepts. One drive toward this has been Barco's continuing efforts to promote a true two party system by consistently treating rival Conservatives as the "active opposition". This contrasts markedly to previous coalition governments. In another major effort at democratic reform, on March 13, 1988, Colombians for the first time directly elected mayors for over 1,000 municipalities. This move is designed to strengthen the country's democratic base via broader-based participation. However, concomitant planned decentralization of government administration is sure to add an immediate strain on the system.

In retrospect, it is clear that the Barco regime at its outset did not imagine encountering anything like the difficulties it has experienced with drug trafficking, and its frequent handmaiden, widespread violence. Although the Barco government has expressed its opposition to the drug traffickers many times, governmental action on matters such as extradition has been effectively stymied by narco-manipulation of the judicial system. The consequences have been frightening, with violence following violence, as the traffickers resort to bribery, terrorism, intimidation and murder. Colombia's armed forces only recently have begun to mount vigorous campaigns against leading members of the cartels. The military also is beginning to respond more effectively to urban and rural guerrilla bands. The recent actions contrast with such non-productive political maneuvers as calls several

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months ago for an ill-defined constitutional plebiscite (which has been postponed). However, unless the government is eventually able to control the situation, Colombian society will be in constant danger of civic disintegration. It is no accident that the drug lords seized upon the legal system as the weakest link in Colombia's democratic structure. Over the long-run, this clearly is the public element most in need of reform and support.

The base of Colombia's long-range economic development remains the private sector. For 1988, the Embassy's latest economic analyses indicate that growth will remain relatively strong, perhaps not quite at the 5.5% level initially envisaged by the GOC, but close enough to it (about 5.0%) to predict substantial progress. (It should be noted that the predicted growth does not repeat not result primarily from the influx of narco-dollars.) The anticipated economic growth presumes the government can continue to hold down certain expenses, which may not be so easy. In the first four months of 1988, inflation exceeded 14%; the government's target, only 22% for 1988, will be difficult to keep.

Internal demand, remains strong, however, with considerable diversification marking Colombia productivity. One of the major factors in this process should be transition of small businesses from the informal sector to the formal sector of the economy. With more than 50% of business in Colombia falling into the small business category, this remains an area clamoring for attention. Given Colombia's diversified resource and export base (coffee, oil, coal, flowers, etc.) its balance of payments should have another good year, with reserves expected to grow around 200 million dollars.

If the country can combine greater social stability with correct growth patterns, its future should be bright both in terms of domestic wherewithal and as a definite positive force in Latin America. However, the current situation obviously is fraught with major challenges. A.I.D.'s action plan aims to encourage and accelerate the favorable trends, plus help stimulate solutions to the dangers. Overall, advances in the dimensions described could be used to help weigh the impact of the A.I.D. program during this plan period.

B. OVERALL GOAL AND OBJECTIVES OF AID PROGRAM

Given the circumstance described above, the AID program in Colombia looks to influence areas of priority interest to the U.S.G., and also advance the country's economic and political development. One of the top concerns is strengthening Colombia's democratic initiatives. This, in one respect at least, coincides with the top USG priority here -- reduction of the drug trade. As noted in the previous section, the country to a great extent represents a bastion of democratic values -- and hence should be a particularly valuable ally for us in promoting those values in Latin America. However, that bastion is under severe stress now. It clearly is in our interest to attempt to bolster the weakest element of Colombia's democracy -- its judicial system. In this single aspect, our program departs somewhat from ADC principles -- in the sense of providing significant support for reform efforts even in the face of admittedly weak institutional capacity. We look to expand our support substantially for that effort over the next two years.

For the remainder of our program, we will continue toward the major goals enumerated in our initial (1986-88) action plan, to wit:

"AID support, wherever possible, to emphasize continuation of democratic processes and values, to help serve as a counterforce to blandishments from the left, and to provide viable and visible alternatives for what may seem like hopeless circumstances to economically deprived groups."

The means for achieving those goals also remain as outlined in that document, namely:

- a) "build on already existing institutional competence;
- b) "affect major socio-economic issues without requiring massive capital transfer;
- c) "lead to results benefitting not only Colombia, but also many of its neighbors; and
- d) "to the maximum extent possible, involve and stimulate the private sector and self-reliance."

To achieve our overall goals and ends, AID's program objectives for FY-89 and 90 continue to be those outlined in last year's (1988) action plan. However, activities planned under each of these objectives vary somewhat. For example, under the priority objective of strengthening democratic institutions, we not only will reinforce

promising administration of justice improvements, but also will contribute to future decentralization efficiency through participation in LAC's regional financial management program.

Overall, though, our objectives continue to be those previously identified, i.e: (a) strengthening the private sector; (b) increasing access to voluntary family planning services; (c) improving health and health services; (d) reducing infant and child mortality; (e) increasing participant training; and (f) strengthening democratic institutions (especial' , administration of justice). In addition, we have initiated support for one of the Embassy's priority activities -- anti-drug abuse education -- which also can be expected to expand.

C. MAJOR AREAS OF PROGRAM FOCUS (IN ADDITION TO DEMOCRATIC INSTITUTIONS)

Our overall goals obviously are linked to what we hope to accomplish in each area of emphasis. The paragraphs below review these, plus provide brief indications of the institutional relationships and activities anticipated, as well as resources (and sources) required. (The need for support for democratic initiatives, including administration of justice, was reviewed alone and will not be repeated in this section.)

Strengthening the Private Sector

In the area of strengthening the private sector, we will build on past achievements, plus devote more effort to long-range policy improvement. We will continue carefully directed but small-scale support to proven programs such as the managerial training-cum-credit provision of Action International and the Carvajal Foundation, but will also make use of AID's new emphasis on support to micro-enterprises (via, inter alia, contact with the Administrator's advisory committee on micro-enterprises.) We also may be able to utilize a certain amount of funds available under a 416 (monetization) program to stimulate further GOC support for long-range activity by the institutions named.

Moreover, we intend to foster policy atmospheres more conducive to promotion and analysis of small business development. This will be done through close liaison with a recently-established national Evaluation Council for Microenterprises, to which both AITEC and Carvajal belong.

Finally, within this objective we also will encourage private sector support for economic and social progress. This will take several forms, ranging from support for the International Executive Services Corps for assistance to Colombian businesses with special interest in the development process, to channeling -- primarily via policy dialogue -- private sector resources directly into development efforts. Fortunately, several outstanding Colombian institutions are already

engaged in this. We will help promote efforts of FES, Carvajal, and the Corporation for Community Development (CDC) in their activities in this regard. FES, for example, has provided valuable input through several seminars on methodologies of modern development foundations. FES currently is exploring the possibility of establishing an Interandean Center for training and research on such methodologies. We are requesting additional support for the effort.

To us, this involvement of the private sector is a logical outgrowth of AID's private sector growth strategy.

Increasing Access to Voluntary Family Planning

Family planning may be considered an "opposite side of the coin" for development purposes -- without it, all development gains can easily be completely offset. Colombia has long been a leader in promoting population activities, with its private sector leading the way. Due in large part to the effectiveness of the private family planning foundation PROFAMILIA, Colombia's birthrate declined from over 3.2 some 15 years ago to about 1.5 currently. Contraceptive prevalence rates are at a high of 64% among women at risk nationwide. Nevertheless, there is considerable variation in both figures.

Our objectives in the family planning fields are to: (1) assure continuation of the favorable trends, primarily by concentrating on the more "at risk" areas; (2) promote utilization of effective "new" (for Colombia) family planning methods, such as vasectomy, use of Norplant II, and increased sex education for young people; (3) measurably increase institutional self-sufficiency; and (4) share Colombian managerial technology with neighboring institutions. The latter initiative is being channeled primarily through PROFAMILIA's AID-supported regional family planning center. Since its establishment in 1986, some 128 Latin American family planning personnel have received training in family planning management, with a target of 410 by 1990.

To reach these objectives, support from central AID --via IPPF, Population Council, JHPIEGO, PATHFINDER, and AVSC-- to PROFAMILIA, the Ministry of Health, CCRP, ACEP and a few other local institutions should continue at approximately current levels. That support should, however, be targeted carefully toward those areas and methods most requiring additional effort. In addition, LAC/DR/POP will be asked to continue supplementary support to PROFAMILIA's training center, plus policy-related analyses.

Promoting Health and Child Survival

In the last two years the AID office has expanded its efforts in the Health and Child Survival fields. While Colombia's aggregate statistics are good, and place it well within the group of Advanced Developing Countries, Colombia's health indicators are not as favorable as might be expected. Furthermore, there are marked variations in those indicators within the country. For example, while infant mortality is 57 per thousand for Colombia as a whole, it rises to 191 per thousand on the Pacific Coast and to 233 per thousand in the indigenous areas of the Cauca valley (an area rife with guerrilla activity).

A main public sector objective is to assist the GOC in its efforts to provide basic health for everyone (Programa de Salud Basica Para Todos), by trying to reach the most difficult populations -- native Indians, blacks and marginal populations, both urban and rural. In the area of Child Survival we are cooperating with the GOC's National Plan for Expanded Immunization and its program for control of acute diarrhea, a major cause of death of children under 5 years on the Pacific Coast. Although the amounts of monies expended by AID for the public sector are relatively small, we consider them important as providing leverage both with the GOC and with other donor agencies for longer-term change.

Our primary private sector health objective is to encourage technology transfer of innovative answers to persistent primary health care problems. We actively promote the transfer of the most successful technologies among Colombian organizations, private and/or public, and to other Latin American neighbors when appropriate. As an example, we have provided technical research assistance to Bogota's private medical foundation Santa Fe to help them improve their community volunteer health program. This project will finish in 1989. We then will partially fund the logical next step, which is transfer of Santa Fe's knowledge and experiences to others in Colombia and perhaps in Latin America through a community level Child Survival training center. As in the public sector, A.I.D.'s relatively small private sector investments act as multiplying stimuli for change.

Increasing Opportunities for Training and Orientation in the U.S.

Increasing access for Colombians to experience and training in the United States is another key overall objective for us. After a great deal of preparation, we are initiating a major effort to secure marked increase in such access, through inauguration of the Andean Peace Scholarship Program (APSP) here. We look forward to this singular opportunity to provide young Colombian leaders with a much more profound

understanding of the U.S. Our objective, overall, parallels that of other Missions -- to promote among our participants a deeper conviction regarding the benefits of democracy, and a far better understanding of how to make it work.

At the same time, we note that Colombia currently is the only ADC benefitting from the APSP. We therefore feel a special responsibility to undertake innovative efforts to maximize the impact of this opportunity. Among other actions, we will seek (and secure) private sector support for such training; we also will undertake development of special relationships between U.S. and Colombian institutions to the benefit of the APSP target audiences; and will promote establishment of a private sector project fund to stimulate activity by returned APSP participants.

While the APSP is in its initial stages, we also are winding up the remainder of training support represented by LAC II funds. That will continue to be used to provide training opportunities, usually short-term, in our priority fields -- economics, small business, etc. However, we believe that a very small amount of funds from the "next" LAC program should continue to be directed to Colombia, as one of the few means we have to assure impact in certain critical fields.

The amount expected for the APSP during the period of the plan has been established at \$7.4 million. We also hope that a third phase of the APSP will be forthcoming. (For details on our training program, see Section 4, as well as the corresponding activity data sheet.)

One final note on training is that we also seek a small amount of support to send Colombians to countries other than the U.S., and to bring short-term technical U.S. experts to Colombia for intensive consultation. We have utilized this procedure very successfully in the fields of health and population, via a grant for that purpose to the Fulbright Commission. We now seek to expand this in a more general fashion, and are seeking \$300,000 for that purpose from the EHR account.

Anti-Drug Abuse Activities

As noted earlier, reducing drug trafficking is the Embassy's top priority in Colombia. As part of that drive, the USG is anxious to increase public awareness of the dangers of drug addiction -- and consequently of drug production. A.I.D. is assisting in this effort through support to two institutions which attempt to mobilize the community toward drug prevention, demand reduction, and increased awareness.

One of these institutions is a private foundation called Accion Solidaria. As the only private sector organization dedicated exclusively to such activities, Accion Solidaria coordinates and in turn helps support activities such as research on drug production, public awareness campaigns and training of personnel engaged in anti-drug programs. The Foundation was established approximately a year-and-a-half ago, in part through stimulation by a dynamic young Embassy officer. A.I.D. supplied an initial grant, which is being used for the type of activity described, although Accion Solidaria also is promoting private sector support. The institution currently is seeking a new Executive Director. We anticipate that once that search is resolved, and further agenda developed, there will be a need for additional funding for this critical activity.

The local (Colombian) offices of the Partners of the Americas are engaged in similar but complementary activities. (Coordination is assured by the fact that the regional representative of the Partners is a very active member of the board of Accion Solidaria.) Partners is using A.I.D. funding in this area to support grass-roots action, such as development of clinics and workshops on prevention of drug abuse, and counseling for parents and teachers. In this effort Partners uses its three-pronged technique of exchanges with U.S. partnerships, travel and technical assistanceships, and small grants for specific sub-activities. We anticipate supplying additional funds to Partners for expansion of their efforts.

Miscellaneous Activities

A.I.D. is also engaged in several disparate activities, which represent beneficial initiatives in themselves, but which do not properly "belong" to the priority fields noted above. Among these are support for development of an environmental profile, help (to the GOC) for analysis of demographic statistics, and continued utilization/support for Colombian expertise in the low-cost housing fields. We intend to continue minor support for such activities, as providing immediate and low-cost but very beneficial impacts. We also are not overlooking the possibility of a Housing Investment Guarantee, as a potential action at some point in the future. At the moment, however, we prefer the technical liason described.

Details of our priority activities and plans for the next fiscal years (89-90) are contained in our Action Plan, including the pertinent activity data sheets.

A. I. D. COLOMBIA ACTION PLAN: FY 1989 - 1990

PART II - COUNTRY PLAN

SECTION I. - PROGRAM DESCRIPTION

For FYs 1989-90 (as well as the remainder of FY-88) A.I.D. in Colombia will continue already-begun initiatives which accord with Embassy and country priorities. We also will start a few carefully selected new programs. New starts in all cases build upon past successes. Our priorities are those described in the Summary Strategy Statement (Part I of this Action Plan). The paragraphs below concentrate on plans for advancing those priorities in FY-89 and 90. Details are set forth in the respective activity data sheets.

For convenience sake, we have approached our objectives in the order they are listed among LAC's objectives. First then, is strengthening the private sector. As pointed out in the Summary Strategy Statement, while Colombia's private sector is relatively strong, there is a distinct need for further small business development, both operationally and policy-wise. During the rest of FY-88 and in FY 89-90, we will augment proven programs of training and provision of credit for such small business, via support to AITEC and the Carvajal Foundation. During the past few years these institutions have provided training and credit for more than 5,000 small business people. Beginning in FY-89, we will fund a further project with AITEC, as that institution has rapidly and effectively advanced to a point already in excess of its initially established targets. Carvajal is likely to do the same; by FY-90 we anticipate receipt of a similar new project request from them. Between these two, we anticipate supplying training and credit for over 8,000 additional microenterprises.

It should be noted that our minimal A.I.D. funding acts primarily as a catalyst for both organizations. For instance, in the case of Carvajal, we are only funding activities in cities under 50,000 population. The great majority of Carvajal trainees are located in much larger cities. Nevertheless, our support via Carvajal allow us to exert disproportionate influence and policy guidance in this field, a role which we conceive as especially beneficial and appropriate in this ADC. That policy influence is being elevated (by representatives of Carvajal and AITEC) to national levels through participation in Colombia's National Evaluation Council on Microenterprises. We hope to achieve such policy changes as development of legislation -- regarding retirement benefits and labor regulations -- which reflect much more accurately the circumstances of Colombia's small businesses.

A third element in our FY 89-90 private sector plan is the development of a regional center for research and training on private sector involvement in development. This grows out of successful initiatives promulgating methodologies of Colombia's Foundation for Higher Education (FES). Sporadic AID-supported seminars explaining FES' technique for channeling private sector resources into appropriate development activities have led the institution to seek a more permanent arrangement. FES has approached Ford and Kellogg on this as well, with encouraging results. We are convinced that this initiative squares with our (ADC) notion that private sector growth -- which we are encouraging also via continued grants to the International Executive Service Corps -- should be accompanied by appropriate private sector support for social and economic advancements. The FES center will be established and functioning effectively by the end of this period.

Next listed objective is (still further) increase of access to voluntary family planning services. This is the area in which A.I.D. has maintained significant, unbroken, support for Colombian institutions throughout the years. Results have been outstanding. Colombian birthrates have declined from 3.2 some 15 years ago to approximately 1.5 today. PROFAMILIA is the institution most responsible for this. It definitely is a model for similar institutions not only in this hemisphere but throughout the world. (We recently promoted creation of a regional training center at PROFAMILIA's national headquarters. Already over 100 family planning administrators have benefitted from PROFAMILIA's expertise, with four times that number to be trained before the end of the action plan period.)

Nevertheless, Colombia still needs central support for its family planning efforts. This is true principally in "at-risk" locales, where the statistics are much less favorable than in more sophisticated urban centers. S&T support should concentrate on these areas (to bring them significantly closer to national averages), together with still more focus on institutional self-sufficiency and promotion of innovative (for Colombia) alternative family planning methods.

A final component of our population-related activities during this period will be much greater involvement of local "population institutions" in assessing development policy considerations related to population changes. Colombia's Regional Center for Population Research (CCRP) recently completed the third contraceptive prevalence survey. Results of that survey revealed significant changes not only in increased acceptance, but also in terms of health, nutrition, migration, and overall development levels related to population trends. We intend to support, via S&T and/or bureau funding, greater development and

exposition of such results -- including implications for Colombia's future. We seek support to CCRP for a POPLAC chapter, plus its participation in the recently-created Panamerican Association of Reproductive Health Professionals, whose present director is CCRP's president.

Next listed priority for us is improvement of health and nutrition services, including anti-AIDS activities. This objective responds in part to Colombia's need to assure provision of basic services to its population (especially for the future) and also accords with one of A.I.D.'s major objectives. In this area also we will build on on-going and past success. Colombian private sector institutions (Fundacion Santa Fe, the private university Javeriana, Los Andes and del Norte (in Barranquilla)) already have laid bases for new concepts in health administration and technological advancement. We will measurably strengthen these during the action plan period.

In one health related area -- the worldwide struggle against AIDS -- we cannot wait for the longer-range institutional development. In this arena, in keeping with A.I.D.'s mandate, we will be working closely with the Ministry of Health (the GOC leader in this struggle) to complement the national anti-AIDS plan. We will utilize direct support via buy-ins to AIDSCOM in FY-89 and 90, as well as indirect support, via projects implemented by institutions such as Family Health International. Given the sensitivity in this field, we will coordinate all activities closely with the Ministry.

In our other health related FY 89-90 priority -- reducing infant and child mortality -- we also will build on recent successes. Past (including FY-88) support -- to Santa Fe, the Partners of the Americas, IICA, the Colombian Institute of Family Welfare (ICBF) (via food assistance), and the Ministry of Health for Immunization and ORS campaigns -- has laid solid ground for continuation and/or expansion of these programs. Descriptions of each are noted in the respective activity data sheets. Overall we anticipate that our contribution will help achieve Colombia's national goal of reducing current infant mortality rates from 57 to 40 per 1,000 live births by the end of the action period. (See also section 3 on food assistance.)

Details of our objectives regarding participant training also are spelled out in another section (4), as well as in the activity data sheet. The major goal for this objective is sending 500 Colombians for training and orientation in the U.S. by the end of 1990.

Our most important objective --in terms of USG and Colombia's priorities -- is support of democratic institutions, including improvement of administration of justice (AOJ). As underscored in our

Summary Strategy Statement, without significant bolstering in this area, Colombia's democracy could in fact fail, which would represent a major loss to the U.S. A.I.D. will continue and intensify its support during FY 89-90 in this field in conjunction with other Embassy initiatives. Through FY 88, AID has provided over one million dollars for AOJ activities, via a grant to FES. This support has resulted in increased access to judicial information for judges and administrators; in supply of basic law texts and research libraries for jurists (especially at higher levels); in significant support by the private sector for judicial functioning; and in initiation of training for present and future judges in fields such as modern investigative technology. What has been missing, however, is development of an overall analytic framework and judicial reform plan. The most recent amendment to the grant to FES will assure development of that plan during FY-89.

Based upon anticipated results of the sector analysis and plan, we will request significantly increased AOJ funding -- over two million dollars for FY 89-90 -- primarily for support to the Judicial Training school and the to-be-created Institute of Judicial Administration. We anticipate that by the end of the action plan period more than 500 (approximately one-eighth) of Colombia's judges will have received training in modern court administration. The institutions cited will be fully functioning.

As a complement to our efforts, we will coordinate closely with the Department of Justice's ICITAP (International Criminal Investigative Training Assistance Program), to provide training in modern criminal investigative technology for judges and investigative personnel. While ICITAP is not funded by AID, its input is considered essential to this area. A.I.D. expects to take a lead role in coordinating ICITAP activities in Colombia.

The other key area involving democratic initiatives (also noted in the Summary Statement) is decentralization of government administration. A.I.D. will aid in this process through inclusion of Colombia in analyses of public sector financing fostered by LAC's Regional Financial Management project. Recommendations based on that analysis should benefit Colombia's decentralization efforts considerably.

For our last objective -- anti-drug abuse activities -- we will continue support for two institutions already engaged therein. These are the private foundation Accion Solidaria and the local chapter of the Partners of the Americas. Both institutions are relative newcomers in this field. A.I.D. will work closely with both. We anticipate additional funding for them not only in FY-88 but at least through FY-89.

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Following this overview of past and present plans, the attached data sheets outline details of activities included in each objective. During FY 89-90 we will support a few other minor activities -- such as extension of an environmental profile and cooperation between the U.S. Census Bureau and Colombia's National Statistical Analysis Department -- which are not shown on any activity sheet, but are noted in our Summary Funding Table.

SECTION 2 - PROGRAM IMPLEMENTATION BY OBJECTIVES

Activity Data Sheets:

- OBJECTIVE 2 - STRENGTHENING THE PRIVATE SECTOR
- OBJECTIVE 8 - INCREASE ACCESS TO VOLUNTARY FAMILY PLANNING
- OBJECTIVE 9 - IMPROVE HEALTH AND HEALTH SERVICES
- OBJECTIVE 10 - REDUCE INFANT AND CHILD MORTALITY
- OBJECTIVE 13 - INCREASE PARTICIPANT TRAINING
- OBJECTIVE 14 - STRENGTHENING DEMOCRATIC INSTITUTIONS -
ADMINISTRATION OF JUSTICE
- OBJECTIVE 15 - ANTI-DRUG ABUSE ACTIVITIES

:

STANDARD FORM FOR PROVIDING INFORMATION ON OBJECTIVES

OBJECTIVE No. 2: STRENGTHENING THE PRIVATE SECTOR

1. SUMMARY FUNDING TABLE

	<u>Activity</u>	<u>LOP FUNDING</u>	<u>FY-88</u>	<u>FY-89</u>	<u>FY 90</u>
	1) AITEC I (Began FY-86)	241,451	50,000	48,951	-0-
N.	AITEC II	240,000	N/A	80,000	80,000
	2) Fundacion Carvajal (Began FY-86)	350,000	131,000	106,500	-0-
	3) IESC (Began FY-87)	355,000	80,000	112,000	128,000
N.	4) FES - Regional Research and Training Center	375,000	N/A	175,000	200,000

MISSION INDICATORS/UNITS OF MEASURE:

- Numbers of small entrepreneurs trained (in-country) in business management.
- Numbers of small businesses provided credit.
- Numbers of employees benefitted by consultation (of U.S. retired executives) for Colombian businesses.
- Workshops, seminars on small business development a/o business in development.

13.

2. ACCOMPLISHMENTS - Objective 2

2a. ACTUAL FOR FY 1987 AND EARLY FY 1988 (Through March 31)

AITEC	- Solidarity groups constituted (during this period - through March 31, 1988)	269
	- Micro-entrepreneurs represented and assisted	882
	- Total No. of group loans	1,783
	- Total No. Single loans	5,538
FUNDACION CARVAJAL	- Program expanded to 25 cities (of less than 50,000)	
	- Small business people trained (during this period through March 31, 1988)	1,584
	- Small businesses receiving credit during this period	95
IESC	- Businesses assisted through consultation by retired U.S. experts	28
	- No. of employees affected	22,807

OBJECTIVE 2. - STRENGTHENING THE PRIVATE SECTOR (Cont.)

2b. <u>KEY ACTIVITY/PROGRAM ACCOMPLISHMENTS PLANNED FOR ACTION PLAN PERIOD</u> <u>(FY 1988 - FY 1990)</u>	<u>Quarter/Year</u>
AITEC - At least 4,000 microentrepreneurs trained - At least 450 solidarity groups assisted.	4th/89
FUNDACION CARVAJAL - Program will expand to 30 cities (of less than 50,000 inhabitants) in Cauca Valley. - Approximately 4,000 businessmen will be trained - More than 600 loans (credit) will be furnished.	4th/90
IESC - At least 35 businesses assisted through consultation by retired U.S. executives. - More than 30,000 employees affected.	4th/89
FES - Interandean Research and Training Center (for Business in Development) established and functioning.	3rd/90

3. NARRATIVE - OBJECTIVE 2: STRENGTHENING THE PRIVATE SECTOR - Activities Listed in Order of Summary Funding Table

AITEC: is at approximately the half-way mark of their activities under the current grant. They are well on their way to meeting, and in most cases substantially exceeding, their indicators of success. Based upon AITEC's success, and the anticipated favorable impact of their program, we are seeking a further grant (AITEC II) of \$240,000 for the institution to cover FY-1990 through 1992. However, we also are seeking involvement by AID's Private Sector Bureau (especially in its micro-enterprise initiative) in support to AITEC, possibly through special use of the Guarantee Fund.

FUNDACION CARVAJAL: is also substantially meeting its intended indicators of success. Its program took somewhat longer (than AITEC's) in its initial stages, as (a) the Foundation had to cope with higher-than-anticipated administrative expenses associated with work in quite small communities, and (b) initial A.I.D. funding was not as substantial as they had hoped. However, the operation now is advancing rapidly and efficiently. Presuming the momentum continues, it is likely that we will seek a further grant for Carvajal either in FY-90 or 91 (in next year's action plan.)

IESC: in less than two years has created a significant impact on Colombian business, as consulting services provided by retired U.S. executives have affected over 22,000 Colombian workers. Based upon that success, we are seeking reasonable support for expansion of the program in 89-90.

FES: A new initiative for us for FY 89-90 will be support for establishment and operation of an Interandean (possibly Interamerican) regional research/training center promoting modern development foundation methodologies. FES is one of the most outstanding examples in the region, if not in the hemisphere, of a foundation capable of and actively channeling private sector funds into social and economic development programs. (FES is able to do this in part because it also operates as a financial institution (financiera)). FES has held two multi-country seminars on its (and similar institutions') methodologies. Convinced of the value of such outreach, FES now wishes to establish a permanent research and training center, to serve at least the Andean, and possible all of Latin America, region. It will be securing support from the Ford and Kellogg foundations for this effort, as well as from A.I.D. We are requesting funding of \$175,000 (for FY-89) and \$200,000 (for FY-90) as potential support for this effort.

1/2

STANDARD FORM FOR PROVIDING INFORMATION ON OBJECTIVES

OBJECTIVE No. 8: INCREASE ACCESS TO VOLUNTARY FAMILY PLANNING

1a. SUMMARY OF FUNDING TABLE

<u>Activity</u>	<u>LOP FUNDING</u> (To date)	<u>FY-88</u>	<u>FY-89</u>	<u>FY 90</u>
1) S&T Support to PROFAMILIA	N/A	3,318,939	2,803,605	2,796,930
2) S&T Support to MOH	N/A	113,000	409,000	420,000
3) S&T Support to CCRP	N/A	63,600	93,000	103,000
4) S&T Support to ACEP	N/A	197,663	133,655	167,000
5) LAC Bureau Support to PROFAMILIA Regional Training Center (Began FY-86)	1,112,330	220,000	200,000	200,000
N. 6) LAC Bureau support to CCRP and Panamerican Association of Family Planning Professionals	75,000	N/A	30,000	45,000

MISSION INDICATORS/UNITS OF MEASURE:

- % of decrease in birthrate
- Increase in contraceptive prevalence
- Changes in acceptance rates, especially for vasectomies
- % of self-sufficiency in population institutes
- Numbers of people trained at Regional Family Planning Management Center

22

2. ACCOMPLISHMENTS - OBJECTIVE 8 - INCREASE ACCESS TO VOLUNTARY FAMILY PLANNING

2a. ACTUAL FOR FY 1987 AND EARLY FY 1988

- Contraceptive prevalence rate rises to approximately 64% nationally among women in union at risk.
- Vasectomy acceptance rises to 2,400
- 125 family planning administrators trained at PROFAMILIA Regional Training Center
- Self-sufficiency of PROFAMILIA is approximately 40%
- Public advertisement of family planning initiated via radio and print media.

2b. KEY ACTIVITY/PROGRAM ACCOMPLISHMENTS PLANNED FOR ACTION PLAN PERIOD
(FY 1988 - FY-1990)

Quarter/Year

- | | |
|---|---------|
| -- Birthrate continues to decline slightly (possibly to 1.43) | 4th/89 |
| -- Contraceptive prevalence continues to rise slightly (possibly to 66%) | |
| -- Vasectomy acceptance rises to more than 3,000 annually | 4th '89 |
| -- POPLAC Chapter established and functioning in Colombia | 4th/89 |
| -- 400 administrators (from other LDCs) trained in family planning management | 3rd/90 |
| -- Geographic areas where first three indicators are low, rise to within 10% of national average. | 4th/90 |
| -- Analysis of population trends integrated in GOC development planning | 4th/90 |
-

3. NARRATIVE - OBJECTIVE 8: INCREASE ACCESS TO VOLUNTARY FAMILY PLANNING

Family planning indicators for Colombia continue to show favorable trends -- including dissemination of management methodologies to other LDCs. However, while national averages of birthrate decline and contraceptive prevalence is positive, there is significant unfavorable variation in more depressed and/or isolated geographic regions, including Colombia's North Coast and its Pacific provinces. A.I.D. will encourage S&T support (via its intermediary institutions) to be directed primarily toward those regions. We also will promote still greater utilization of alternative methods and techniques in family planning -- including wider use of vasectomy, Norplant II, and publicized sex education for young people. We are convinced that such methods and techniques will be the catalyst to secure still further birthrate reduction and greater coverage.

We also will promote still greater institutional self-sufficiency, based upon proven capabilities. For this reason we are requesting \$200,000 for FY-89 and 90 for support to PROFAMILIA's regional family planning management center, which eventually will not only focus on such training for the region but will be an income source for PROFAMILIA.

A third, policy-related, element for the next two fiscal years is the closer integration of population implications with overall development planning. The Center for Regional Population Research (CCRP) as the institution handling the recently completed third contraceptive prevalence survey, is presenting the results of the survey in that context, i.e. with implications for the make-up of Colombian society, its health, education, welfare and potential. We will encourage that trend. One concrete way will be establishment and operation of a POPLAC Chapter, under the auspices of CCRP. Another stimulus to this end will be CCRP direction of the recently formed non-profit Panamerican Association of Public Health Professionals, an analysis and policy disseminating institution whose current President is Chairman of the Board of CCRP. We are requesting \$30,000 in FY-89 for CCRP's activities in those areas, plus \$45,000 in FY-90.

STANDARD FORM FOR PROVIDING INFORMATION ON OBJECTIVES

OBJECTIVE No. 9: IMPROVE HEALTH AND HEALTH SERVICES

1. SUMMARY FUNDING TABLE

<u>Activity</u>	<u>LOP FUNDING</u>	<u>FY-88</u>	<u>FY-89</u>	<u>FY 90</u>
1) PSC (Began FY-86, \$50,000)	200,000	28,000	50,000	50,000
2) Fulbright Training in health (Began FY-87; \$53,000 shown) in Objective 13)	200,000	50,000	75,000	75,000
3a) Universidad del Norte (via AUPHA Buy-in; Began FY-87 \$25,000)	175,000	75,000	50,000	25,000
N. 3b) Universidad de los Andes/Javeriana (Via AUPHA Buy-in)	125,000	-0-	50,000	75,000
N. 4) ICBF Monitoring and Evaluation	150,000	50,000	25,000	25,000
N. 5) MOH for Anti-AIDS Activity (Via FES or AIDSCOM Buy-in)	450,000	50,000	200,000	200,000
TOTALS	1,300,000	253,000	450,000	450,000

2. MISSION INDICATORS/UNITS OF MEASURE:

Institution Building

- Technological exchange promoted/number of exchanges accomplished
- Institutional linkages established/number of linkages promoted.

2. ACCOMPLISHMENTS (Objective 9)

2a. ACTUAL FOR FY 1987 AND EARLY FY 1988

- 1) PSC Successfully monitoring sector and developing new initiatives.
 - 2) Fulbright Money obligated at end of 87; seven technological exchanges initiated during early '88.
 - 3) AUPHA Buy-in Univ. del Norte Feasibility study completed. Recommendations included need for local faculty and curriculum development, improvement of library resources in Health Management. Colombian director visited 5 U.S. graduate programs in health administration; four U.S. professors visited del Norte to execute feasibility study.
 - 4) - 5) New activities only.
-

3. NARRATIVE - OBJECTIVE 9. IMPROVE HEALTH AND HEALTH SERVICES (Activities Listed as in Summary Funding Table)

- 1) PSC monitors and analyzes sector and develops new initiatives as appropriate.
 - 2) Fulbright Technological Exchange Program. This program allows the AID office to provide special training and consultation by bringing health professionals from the U.S. to Colombia and by sending Colombian health professionals to other LAC countries.
 - 3a) (AUPHA Buy-in) Universidad del Norte - an AUPHA assisted assessment of del Norte's post-graduate course in health administration has been completed. AUPHA personnel found that program is a vital resource for Colombia's northern coast region. The assessment confirmed that the level of health management practice and training there is very low and constitutes a priority need for the health system in the region. The assessment suggested curriculum strengthening in health finance, management information systems, health policy and economics, and organization management. Innovative design of the program, focussing on week-long intensive seminars spread over an 18 month period, will allow currently employed public health workers to attend classes without leaving their employment. Further utility is guaranteed in that students test the relevance of what they learn during time between courses. The part-time nature of the course has lent itself well to the use of outside faculty which is also considered an advantage. However, the assessment suggests the university should strengthen its own faculty base, to add stability to the program as well as reduce costs. The university must also move in the direction of making the program self-supporting. AID is providing funding (on a declining basis) to emphasize the need for self-sufficiency.
 - 3b) Universities of Los Andes and Javeriana, and ILADIBA (Instituto Latinoamericano de Investigacion Biomedica Aplicada). Each of these universities/organizations wants to inject modern management techniques into health education and practice in Colombia. In FY-89 we will support institutional strengthening through (additional) linkages with U.S. institutions under the AUPHA arrangement.
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3. NARRATIVE - OBJECTIVE 9. IMPROVE HEALTH AND HEALTH SERVICES - Continued

- 4) ICBF - The Colombian Family Welfare Institute, under the auspices of the First Lady of Colombia (Carolina de Barco), has instituted an innovative pre-school child care project. Up to 15 pre-schoolers are cared for in a centralized neighborhood home, thus allowing their mothers to work. ICBF selects the "jardin" mother and loans her money to improve kitchen, bathroom and floors. The working mothers then pay her to care for their children -- thus she pays back her loan from ICBF. Children are fed nutritious snacks and a hot lunch. Slow growth and/or development children receive a food supplement called "Bienestarina". (AID provided 4.6 million dollars of 416 sugar quota replacement wheat for this program in 1986-87). Mrs. Barco has requested on-going monitoring and evaluation by AID. We will provide this via a purchase order to FES.

 - 5) MOH for AIDS via FES or Buy-in to AIDSCOM - We have requested a survey visit from AIDSCOM funded by their central grant. If they and the Ministry of Health reach an agreed SOW, we will effect a buy-in for such services. If AIDSCOM is not able to work with Colombia, we will collaborate directly with the MOH via the FES mechanism established earlier for diarrheal disease control.
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STANDARD FORM FOR PROVIDING INFORMATION ON OBJECTIVES

OBJECTIVE No. 10: REDUCE INFANT AND CHILD MORTALITY

1a. SUMMARY FUNDING TABLE

<u>Activity</u>	<u>LOP FUNDING</u>	<u>FY-88</u>	<u>FY-89</u>	<u>FY 90</u>
1) PSC	80,000	40,000	20,000	20,000
2) FSF - I. (Began: FY-86, \$150,000 PRICOR Buy-in)	200,000	-0-	-0-	-0-
N. FSF - II. (Training Center for Child Survival)	325,000	75,000	75,000	100,000
3) Partners (Began FY-85, \$210,000)	460,000	50,000	50,000	50,000
4) EPI (Began FY-87 \$100,000)	175,000	-0-	50,000	25,000
5) IICA (Began FY-86, \$90,000)	200,000	40,000	55,000	-0-
6) MOH (Via FES) Diarrheal Disease/Child Survival (Began FY-87 \$ 100,000)	220,000	-0-	50,000	50,000
7) FES Child Survival Grants Program (Began FY-86, \$67,000)	337,000	90,000	50,000	50,000
N. 8) Univ. Nacional/Hospital Infantil	240,000	-0-	40,000	100,000
TOTALS:		295,000	390,000	395,000
9) (LAC Regional Immunization Project 598-0643 - Began FY '86 - 90)	(666,560)	N/A	N/A	N/A
10) Food Assistance (See also Section 3) wheat and milk and soy products	21.6 Million	-0-	7 Million	5 Million

1b. OBJECTIVE No. 10 REDUCE INFANT AND CHILD MORTALITY

MISSION INDICATORS/UNITS OF MEASURE:

The National Child Survival and Development Plan is attempting to reduce the infant mortality rate from 57 to 40 per 1,000 live births during 1985-90.

Mission Indicators:

- Increased immunization coverage/units of measure: percentage of children under two years fully immunized.
 - Nutrition communication technologies tested/number of messages developed and delivered.
 - Child Survival training programs established/number of trainers trained.
 - Small private sector child survival initiatives begun/number of small projects initiated.
 - Numbers of children, mothers receiving nutritional supplements.
-

2/1

2. ACCOMPLISHMENTS - OBJECTIVE 10)

2a. ACTUAL FOR FY 1987 AND EARLY FY 1988

- FSF: Foundation's Community Health Division staff trained in operations research and systems analysis. First phase study (systems analysis of activities of community health volunteers to approximately 10,000 low income persons) completed. Operational problems identified and second phase (development of solution strategies to problems identified phase one) ready to begin. LOP extended to March 31, 1989. No new AID monies required.
- PARTNERS:
(NAPA) Thirteen professional volunteer exchange visits and four small grants (below \$5,000) funded. A three day Child Survival workshop on low-birthweight babies conducted. Over 100 health professionals from teaching hospitals and universities in the Southwest of the country attended. As a result of this conference, the University of South Carolina has offered to train doctors of the del Valle University hospital in management of high risk births.
- EPI: Transportation provided to facilitate oversight supervision to seven difficult to reach mountain areas. Program to begin June 1988.
- IICA: Technical advisor for design/evaluation selected. Project visited and reviewed. Five types of media selected for study (puppetry, radio, pamphlets, group discussion and food preparation demonstrations). Baseline data on knowledge, attitudes and practices collected. Number of nutrition messages substantially reduced but reinforcement increased. Cooperating organizations selected (Coffee Growers Committee, Institute for Agrarian Reform, Ministry of Education, Regional Indigenous Council of Tolima).
- MOH: Oral Diarrheal Disease - agreement between MOH and FES/AID signed January '88.
Rehydration Planning meeting of directors of Maternal-Child Health of the 9 areas of high risk for
(Via FLJ) diarrheal disease on the Atlantic Coast took place April '88.
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2a. ACTUAL FOR FY 1987 AND EARLY FY 1988 -- Continued

FES:

Nine Small Child Survival grants initiated. Three more proposals currently under evaluation. The grants already initiated have dealt with important Child Survival topics, e.g., determining the minimum safe birth-weight for premature babies to leave the hospital; developing training and basic equipment needs for midwives; developing a perinatal information system for a university hospital; developing rapid and simple tests which can be conducted in the physician's office for the diagnosis and treatment of severe diarrhea; determining the cultural barriers of Colombia's Indian communities to acceptance of modern medical practices.

Food Assistance: \$9.6 million of wheat delivered to GOC; 1/2 to IDEMA to be monetized, 1/2 to ICBF (Colombian Institute of Family Welfare) to be used in nutrition supplement "Bienestarina" provided to pre-schoolers evidencing malnourishment or slow development. ICBF has requested \$5 Million for '88 which is currently not available. (See also Section 3.)

2b. <u>KEY ACTIVITY/PROGRAM ACCOMPLISHMENTS PLANNED FOR ACTION PLAN PERIOD</u> (FY 1988 - FY-1990)	<u>Quarter/Year</u>
<u>FSF</u> - I. Series of Operations Research (OR) studies will be completed for developing and testing solution strategies for problems defined in the first stage systems analysis.	2nd 89
II. Training Center for Trainers in Child Survival strategies designed and initiated.	2nd 89
<u>EPI</u> : 1,500 large vaccines storage containers (for cold chain) purchased, delivered to MOH and being used in program.	1st 89
<u>IICA</u> : Seven general nutrition messages developed and delivered to rural audiences via various media channels.	4th 88
Preliminary Evaluation of project to indicate decisions/adjustment	1st/89
Ten locale-specific nutrition messages developed and delivered to Indigenous Tolima Communities.	3rd/89
Final project evaluation and recommendations for media selection complete.	4th/89
<u>FES</u> : Number of new Child Survival grants launched:	5 in 89 5 in 90
Evaluation study begun to determine strengths and needed improvements	1st/89
<u>NAPA</u> : Number of child survival grants launched:	6 in 89 8 in 90
Number of Workshops held:	2 in 89 3 in 90

2b. KEY ACTIVITY/PROGRAM ACCOMPLISHMENTS PLANNED FOR ACTION PLAN PERIOD
(FY 1988 - FY-1990) (Continued)

Quarter/Year

Oral Rehydration:

MOH - Oral Rehydration (Via FES)	Diarrheal Disease Control program for health promoters from nine areas standardized	3rd/88
	Permanent means of communication among nine areas established.	3rd/88
	Community Health leaders trained in ORT.	4th/88
	Barranquilla ORT strengthened.	1st/89
	Nine community oral rehydration units set up and manned.	4th/89

Food Assistance: Nutritional supplements provided (by ICBF and others) via USG donation of wheat to 1.5 million recipients 4th/88

2/5

3. NARRATIVE - OBJECTIVE 10 - REDUCE INFANT AND CHILD MORTALITY - Activities Listed in Order of Summary Funding Table

FSF I & II (Fundacion Santa Fe de Bogota -- private sector) contains probably the best, most modern hospital in Colombia. It also has a community medicine division which works in several typical poor barrios (serving about 100,000 people). AID's initial grants funded a systems analysis-operations research (thru buy-in to PRICOR II) study of the FSF volunteer health promoters. Project (with PRICOR) will finish March '89. 1988-90 funding (FSF II) will support logical extension of the preceding project, by developing a training center for trainers in child survival, using FSF communities as models not only for Colombians but for other LAC neighbors as well.

PARTNERS
(NAPA) Partners intends to develop an information network and publish educational materials on child survival in FY-89. They also anticipate 14 grants for community-based CS projects during 88 and 89. They will complete 5 local workshops on CS issues similar to the very successful one on low-birth-weight babies recently completed. They will fund 14 training months for health professionals. (FYI, Partners recently re-organized its Washington office, which we believe will allow the Partnerships to be still more effective in this field.)

EPI Although funding is available for the maintenance of the vaccine cold chain in Colombia's national immunization plan, the GOC had not planned for needed replacement of many (approximately 10%) of the small-size storage containers (thermoses) purchased in 1979. (The plan covered replacement of 500 thermoses slowly.) AID FY-89 funding will assist the program by replacing approximately 1,500 more. FY-90 funding also is projected, for replacing large-size cold boxes (which keep vaccines for about 15 days) especially necessary in jungle areas where EPI services are delivered by river boat.

IICA After some initial delay, program now is focused, well-organized and moving. Working with the Coffee Producers Committee, the Institute for Agrarian Reform, the Ministry of Education and the Regional Indigenous Council of Tolima, IICA also is mobilizing non-AID resources for policy change. In cooperation with above-mentioned groups, IICA is developing messages and channels of communication on nutritional practices to rural communities. (Most of the groups had not initially included nutrition in their development programs.)

3. NARRATIVE - OBJECTIVE 10 - REDUCE INFANT AND CHILD MORTALITY - Activities Listed in Order of
Summary Funding Table - Continued

MOH - Oral Rehydration (Via FES) The MOH has designed an integrated diarrheal disease control program to try to lower the number of deaths of children under five in areas of highest risk: the Atlantic Coast, the Pacific Coast, and poor sections of six large cities. AID is providing supplementary support for the program on the Atlantic Coast (PAHO and UNICEF are helping with other areas). Recommendations have been made to coordinate efforts and consolidate training programs regionally, (something apparently not done before), as well as to pressure the government to improve the water supply and waste disposal systems on the coast. Our (relatively minor) investment will not only help stop the number one killer of children in the area but also stimulate organizational change for greater effectiveness.

FES FES has been managing AID's small Child Survival Grants project which has provided seed money for groups trying innovative approaches to specific children's health problems. They often leverage non-AID funding and are facilitating a focus on a GOC and AID joint development objective -- improvement in child mortality-morbidity figures. (FES has 6 regional offices around the country. We thus are able to work with groups otherwise difficult to reach.) Quality of proposals funded appear high. A first evaluation effort, now that some projects are finishing, will confirm that things are going well and/or indicate revisions needed.

UN/HMI Universidad Nacional/Hospital Materno-Infantil: Has presented a proposal for coordinating education, treatment and follow-up of births at this hospital (which presently has a still-birth rate of 30%). A.I.D. will contract TA for design stage, project development and assist with obtaining other funding as appropriate.

Food Assistance:

The Colombian Family Welfare Institute (ICBF) has requested 5.5 million dollars of soy, wheat or NFDM for pre-school feeding program described in Objective 9. (Unfortunately, there seems to be no 416 food available to meet their request at present.) Nevertheless, we will hope for a fall-out and/or will request food assistance for FYs 89 and 90. (See also Section 3).

STANDARD FORM FOR PROVIDING INFORMATION ON OBJECTIVES

OBJECTIVE No. 13 - INCREASE PARTICIPANT TRAINING

1. SUMMARY FUNDING TABLE

<u>Activity</u>	<u>LOP FUNDING</u> (To date)	<u>FY-88</u>	<u>FY-89</u>	<u>FY 90</u>
1) LAC II	1,250,000	-0-	100,000*	100,000*
2) APSP	7,451,000 (**)	1,985,000	3,417,000	2,049,000
3) Third Country Training and provision of U.S. Experts (Health/Population/Other)	553,000 (253,000 to date)	-0-	150,000*	150,000*

* If available (see narrative)

** Including local administrative costs of \$692,000, plus \$150,000 for APSP scholars made available in FY-87

MISSION INDICATORS/UNITS OF MEASURE:

Participant training increased/number of participants trained.

Andean Peace Scholars exposed to U.S./number of APS scholars engaged in "Experience America" programs, in concert with either long-term academic or short-term technical training.

Amount of support for participant training obtained from Colombian private (and public) sector.

2/2

2. ACCOMPLISHMENTS (Objective 13)

2a. ACTUAL FOR FY 1987 AND EARLY FY 1988

LAC II -- Number of participants sent to the U.S.A. in FY-87 until March 31, 1988: 110
(73 male, 37 female, 105 short term)

APSP -- Number of participants sent to the U.S.A. in FY-87: 19

Contract for local administration of APSP Program signed May, 1988

2b. KEY ACTIVITY/PROGRAM ACCOMPLISHMENTS PLANNED FOR ACTION PLAN PERIOD
(FY 1988 - FY-1990)

Quarter/Year

LAC II -- Planned number of participants from April 1 through September 30/88: 41 4th/88

-- Planned number of participants (1989) * 35 4th/89

-- Planned number of participants (1990) * 35 4th/90

APSP -- Planned number of participants departing for U.S. in CY-88 100
(80 short-term, 20 long term)

-- Planned number of participants departing for U.S. in CY-89 150
(170 short term, 80 long-term)

-- Planned number of participants departing for U.S. in CY-90 250
(100 short term, 50 long-term)

3rd Country Training
and U.S. Experts:

-- Planned number of Colombians receiving 3rd country training 50*

-- Planned number of U.S. experts coming to Colombia 10*

* See Narrative

4. NARRATIVE - OBJECTIVE 13. B. INCREASE PARTICIPANT TRAINING

AID's participant training program for Colombia is in a transition stage, as it moves from reliance on LAC II funding and priorities to those of the Andean Peace Scholarship Program (APSP). The transition clearly will be beneficial in terms of providing greatly increased opportunities for training Colombians in the U.S. However, the change process itself will not be all that easy, given necessary shifts in institutional management, program priorities and establishment of new modi operandi. (Arranging for local administration of the APSP, for example, was delayed some three months beyond our expectation.) We believe that some additional flexibility during this transition phase is warranted and consequently are requesting a relatively small amount of additional funding in categories not originally contemplated in our training plan.

Under LAC II auspices, during FY-1987 through March 31, 1988, we sent over 100 Colombians to the U.S., in our priority fields of economics, educational administration, labor, agriculture, business management and health, principally for short-term, intensive training. The remaining LAC II funds have been fully programmed; we anticipate sending some 40 Colombians to the U.S. under LAC II auspices during the balance of this fiscal year. This will exhaust our current LAC II funding. However, while we anticipate gradually absorbing potential LAC II participants into our soon-to-be-inaugurated APSP program, we believe this will not occur immediately, given the need for the APSP program to pass through its "start up" phase. Consequently, to assure the momentum we have in the priority fields noted, we are requesting funding of \$100,000 each in FY-89 and 90, via the LAC mechanism, which will carry us through the transition phase. We recognize that this is an exceptional request, but urge the special treatment, in light of the fact that Colombia is the only ADC country included in the APSP program; we have no other resources to assure continuation of our current training momentum in the fields mentioned.

For the APSP program itself, we anticipate sending approximately 100 participants this year, 80 short term and 20 long term, in priority fields which already have been identified (including rural community leaders, micro-entrepreneurs, women leaders, etc.). We anticipate sending a minimum of 250 and 150 participants in FY-89 and 90, for a total of 500 through FY-90. However, we also anticipate that these figures will rise, as we seek direct support from Colombia's private sector for this program, via innovative financial and institutional relationships, especially through our local administrative institution, the Foundation for Higher Education (FES).

4. NARRATIVE - OBJECTIVE 13. B. INCREASE PARTICIPANT TRAINING (continued)

Finally, we are requesting another special category of support. Both IAC/DR/HR and LAC/DR/POP have helped make available (via grants to the Fulbright Commission), funds to facilitate sending Colombians to third countries to receive special training in those fields, as well as to bring U.S. experts here for intensive orientation visits. We have found this arrangement to be invaluable, especially since we have no other means to provide such opportunities, other than by cumbersome waiver procedures. We therefore request that EHR (possibly in combination with other offices) make available approximately \$150,000 for FY-89 and FY-90 each, for similar purposes.

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STANDARD FORM FOR PROVIDING INFORMATION ON OBJECTIVES

OBJECTIVE No. 14 STRENGTHEN DEMOCRATIC INSTITUTIONS/ADMINISTRATION OF JUSTICE

1. SUMMARY FUNDING TABLE

	<u>Activity</u>	<u>LOP FUNDING</u>	<u>FY-88</u>	<u>FY-89</u>	<u>FY 90</u>
	1) AOJ I - FES (Begun in FY-86)	1,075,200	601,200	N/A	N/A
N.	2) AOJ II	2,250,000	N/A	1,150,000	1,100,000
N.	3) Public Financial Management	115,000	N/A	80,000	35,000
N.	4) Cultura Popular Colombiana (CPC)	40,000		20,000	20,000
N.	5) Voter Registration Assistance (CAPEL)	95,000		35,000	60,000

2. MISSION INDICATORS/UNITS OF MEASURE:

Short-range indicators focus on immediate actions strengthening system.

-- Nos. of modern management information systems provided to courts.

-- Judicial (and administrative) training school supported and carrying out training function.

-- Nos. of judicial and administrative personnel trained and applying new skills.

40

2. ACCOMPLISHMENTS (Objective 14)

2a. ACTUAL FOR FY 1987 AND EARLY FY 1988

FES (AOJ I)

- Modern data information system installed, functioning in seven tribunals outside Bogota;
 - Research on increasing administrative efficiency through pooling personnel and establishing standards on-going;
 - Judicial school established; training for criminal justices and investigators initiated;
 - Studies for overall systematization initiated;
 - Workshops on modern administration methodology for judicial administrators initiated;
 - Private sector (including FES itself), providing support for program.
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eb-

2b. <u>KEY ACTIVITY/PROGRAM ACCOMPLISHMENTS PLANNED FOR ACTION PLAN PERIOD</u> (FY 1988 - FY-1990)	<u>Quarter/Year</u>
1) FES (AOJ I) -- Modern date information system intalled, functioning in majority (of 26) tribunals outside Bogota	2nd/89
-- Research on increasing administrative efficiency (including provision for institute of Judicial Administration) completed.	3rd/89
-- At least 750 (approximately 1/5) of judicial personnel trained in Judicial training School	4th/89
-- Sector Analysis of AOJ completed	2nd/89
2) AOJ II - Based on results of Sector Analysis, significant expanded support to judicial system will fund:	
-- In-service training for 1,000 judges and judicial administrators	3rd/90
-- Establishment and operation of pre-service training arrangements for future judges and judicial administrators.	3rd/90
-- Implementation of modern administration, in part through support to Institute of Judicial Administration	4th/90
-- Provision of access to judicial information for (a) all courts of criminal instruction; and (b) all regional tribunals.	3rd/90
-- Effective use and incorporation of law faculty " Consultorios Juridicos" into system.	3rd/90

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2b. KEY ACTIVITY/PROGRAM ACCOMPLISHMENTS PLANNED FOR ACTION PLAN PERIOD (Continued) Quarter/Year
 (FY 1988 - FY-1990)

AOJ II Cont.	-- Implementation of administrative efficiency (pooling) arrangements in at least 20% of tribunals throughout country.	4th/90
	-- Measurable increase in confidence of public in judicial system	4th/90
N. 3)	Public Financial Management Project (LAC Regional)	
	-- Analysis of Colombian financial management processes completed	2nd/89
	-- Recommendations for improvement, especially at municipal, provincial levels being implemented	2nd/90
N. 4)	CPC -- Distribution of orientation material to rural and small town audiences, in areas affected by administrative decentralization.	2nd/89
N. 5)	Voter Registration Assistance	
	-- Technical assistance provided to National Voter Administration Office	2nd/89
	-- Changes effected in voter registration procedures	4th/90

3. NARRATIVE - OBJECTIVE 14. STRENGTHENING DEMOCRATIC INSTITUTIONS

AID in Colombia has been utilizing LAC's regional Administration of Justice Program to help improve Colombia's obviously suffering judicial system. Thanks to (still relatively modest) support available through that project, our AOJ grantee, the Foundation for Higher Education (FES) has successfully initiated a program focusing on four main components: (a) increasing access to modern judicial information systems; (b) strengthening administrative efficiency by experimental pooling of administrative resources; (c) modernization of judicial management; and (d) improving judicial training possibilities through support to the Judicial Training School. However, what has been lacking (in addition to more significant support levels), has been an overall strategy structure based upon solid sectoral analysis. As part of an amendment to the current grant, funding for such an analysis is assured. Based on the analysis, and continued advancement of our current AOJ initiatives in Colombia, Embassy/AID will submit a PID (and subsequent PP) for significant funding (from the AOJ program) for FY 89-90. We estimate that 2.25 million will be needed to support this AOJ II project for FY 89-90. Main features will be support for recommendations emanating from the sector analysis, which are expected to include significant increases in in-service and pre-service training for jurists and administrators, implementation of system-wide administrative reforms, and sizeable efforts to shore up public confidence in Colombia's judicial system. We view this area as our top priority, for reasons noted in previous sections.

Another critical challenge to Colombian democratic stability, however, is its up-coming administrative decentralization. We are looking forward to Colombia's inclusion in LAC/DR's regional financial management project. Through the analysis which the project is expected to provide, bases can be laid for the country's own follow-through to help assure provision of basic services at decentralized levels. Initial analysis of pertinent financial management processes will begin in FY-89, with potential identification of experimental remedies and similar actions scheduled for FY-90. We anticipate following through on these recommendations via not only concrete activity but also policy dialogue with the GOC. Another aspect of the same problem will be addressed by a small amount of assistance (via Democratic Initiatives) to the Corporation for Popular Culture (CPC). CPC is a rural-based cooperative institute which promotes democratic concepts among campesinos and small rural communities. We will help them in development and dissemination of material explaining responsibilities of the community in the decentralization process. Still another element in this will be assistance by CAPEL to Colombia's National Office of Voter Registration, which is anxious to streamline voter registration processes at the decentralized levels.

STANDARD FORM FOR PROVIDING INFORMATION ON OBJECTIVES

OBJECTIVE No. 15: ANTI-DRUG ABUSE ACTIVITIES

1a. SUMMARY OF FUNDING TABLE

<u>Activity</u>	<u>LOP FUNDING</u> (To date)	<u>FY-88</u>	<u>FY-89</u>	<u>FY 90</u>
1) Fundacion Accion Solidaria (Began FY-87 - \$200,000)	700,000	100,000	200,000	200,000
2) Partners of the Americas (Began FY-87 \$200,000)	800,000	300,000	150,000	150,000

MISSION INDICATORS/UNITS OF MEASURE:

Objectives are: (1) to alert Colombians to the dangers of drug production, distribution and consumption; and (2) counteract the spread of narcotics in Colombia.

Indicators are:

- Nos. of anti-drug groups (community/family) formed and functioning;
 - Nos. of people trained in anti-drug abuse techniques;
 - Anti-drug material (TV, radio, print) produced and distributed;
 - Anti-drug "events" carried out.
-

2. ACCOMPLISHMENTS - OBJECTIVE 15: ANTI-DRUG ABUSE ACTIVITIES

2a. ACTUAL FOR FY 1987 AND EARLY FY 1988

Accion Solidaria: Organized and operating a professional headquarters. Established review process leading to support for drug-prevention research, dissemination of motivational and educational materials, rehabilitation efforts and development of education programs for Colombian National TV.

Partners: Sponsored grass-roots programs on drug abuse and prevention. Three workshops held, with more than 15 U.S. participants in Antioquia (June 1987), in Cali (called "Young People for Prevention) during October, and earlier this year in Bogota. Increased exchange and small grant program of Partners considerably, especially to support anti-drug programs.

2b. KEY ACTIVITY/PROGRAM ACCOMPLISHMENTS PLANNED FOR ACTION PLAN PERIOD
(FY 1988 - FY-1990)

Quarter/Year

<u>ACCION SOLIDARIA:</u>	-- One intercountry seminar held (in Colombia)	3rd/88
	-- Training of of trainers (200) in drug prevention techniques completed.	
	-- Anti-drug TV series completed, distributed and tested	2nd/90
	-- Eight drug research projects (such as determination of risk characteristics) financed; results disseminated	3rd/90
	-- Two major anti-drug events sponsored	4th/90
 <u>PARTNERS</u>	-- Will provide more than 20 small "seed" grants to grassroots anti-drug groups	3rd/90
	-- Develop hands-on approach in prevention and rehabilitation programs; approach in use in at least 12 communities	3rd/90
	-- Conduct annual national seminar highlighting successful prevention and early intervention programs: three by	4th/90

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3. NARRATIVE - OBJECTIVE 15: ANTI-DRUG ACTIVITIES

While stopping the exportation of drugs to the U.S. is the primary goal of this Embassy, a part of that effort clearly includes keeping the public alert to the damage the drug traffickers pose to their society. One way of reinforcing that is by supporting activities of two private Colombian institutions most involved in anti-drug activities. However, while both institutions (Accion Solidaria and the Partners) are off to good starts, this struggle will not be won overnight. We foresee a need for such support for at least the next three years.

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SECTION 3. FOOD ASSISTANCE

We believe that a (relatively modest) food assistance program is appropriate for Colombia and wish to initiate a "normal" 416 effort here. However, in 1988 we have been stymied by lack of appropriate available commodities. Nevertheless, if these become available in the future, we anticipate entering a 416 program which would: (a) direct commodities into a major GOC-sponsored child feeding nutrition program, and (b) include a certain amount of monetization which could help support small business development for mothers and heads of poor families. Our experience and expectation are recapped below.

In 1986-87, AID provided 9.6 million dollars worth of wheat to the GOC through a 416 sugar quota replacement program. One half (or 4.8 million) went to the Agricultural Marketing Institute (IDEMA) to be monetized. The other 4.8 million went to the Colombian Family Welfare Institute (ICBF) to be distributed in a nutrition supplement called Bienestarina to children at risk.

With the strong support of the Barco administration, ICBF has initiated a pre-school child care program so that women of very limited means may work outside the home knowing their child/children are safe and cared for. This is part of the GOC's national plan to eradicate absolute poverty (and to deter some from turning to drug trafficking or guerrilla activities out of desperation). The program has proved to be immensely popular. Since its inauguration two years ago, 6,000 of these day care homes ("hogares infantiles") have been established in Colombia's poorer neighborhoods. Plans call for double that number this year.

The growth of the "hogares" has been so rapid and the consequent child feeding needs so great, that ICBF requested additional food assistance -- albeit on a declining basis as they realize this cannot become a permanent USG transfer. In fact, ICBF has supplied us with a detailed list of possible products which may be used in their quest for official "bienestarina". These involve wheat, wheat flour, corn flour, rice and rice flour, non-fat dry milk, and soy flour. In essence, they need either wheat or products which can substitute wheat. Unfortunately, we have been told there is no human consumption food available at this time. For FY-89, however, we will request \$7 million of wheat in hopes of its availability. This represents what we had intended to request for '88, (\$5 million for ICBF's nutrition programs) plus a supplementary amount (approximately 2 million dollars) of commodities which can be monetized, to produce funds which could be used for poor families (including microentrepreneurs) to upgrade their nutritional standards and practices. For 1990, again in hopes of availability, we are requesting \$5 million total of such commodities. FYI, we are discussing with Save the Children the possibility of local management of the regular 416 program if/when it begins.

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On a related plane, when the First Lady of Colombia visited Washington in 1987, to seek donations for ICBF from U.S. corporations, it was suggested to her that the program would require objective evaluation to attract outside donors. AID/Colombia is contracting for that evaluation. (See Objective 9)

SECTION 4. COUNTRY TRAINING PLAN UPDATE

As noted in the corresponding Activity Data Sheet (Objective 13), our participant training program is in a state of transition. We are completing our previously-worked-out LAC II programs, under which we sent over 100 participants to the U.S. during 1987 and early 1988. We expect to send 40 more during the remainder of FY-88. The great majority of these participants were short-term, in the priority fields of economics, labor, small business, health and educational administration. We are requesting a small amount of additional LAC funding for FY-89 and 90, to assure continued momentum in such areas and programs.

However, our main future training thrust will focus on the Andean Peace Scholarship Program (APSP). We already have some experience with this, having sent 19 APSP scholars (rural women leaders, community developers, and microentrepreneurs) to the States last fall. With AID/W approval, signature of a contract with FES for local administration of the APSP program is imminent. Development Associates has been contracted by AID/W to handle all Stateside arrangements. A.I.D. in Colombia will help assure coordination of the program, and holds final selection/approval and oversight responsibilities.

FES (and our office) already have advanced plans for immediate and long-range implementation. The APSP office will open June 1. It will be staffed primarily by experienced ex-AID training employees. During the remainder of 1988, approximately 100 APSP scholars will depart for the U.S. Four-fifths of these will be short-term. Using its network of contacts, FES has identified six to eight categories of initial participants, each of which will form a group of eight to twelve. Tentative categories include rural health promoters, women involved in "basic" service programs, mayors or other officials from (extremely) small communities, microentrepreneurs, court clerks (again from small communities) and possibly a small group of mid-level media personnel. In Colombia, these categories all meet desired APSP criteria. They likely will include a preponderance of women. We will urge Development Associates to be specially alert to Grey Amendment concerns (particularly using Hispanic institutions) when arranging placement/scheduling. (The women entrepreneurs from our FY-87 "pioneers" went to an HBCU).

The relatively small number of long-termers (20) planned for 1988 reflects unanticipated delay in starting the program. However, in 1989, as program momentum increases, we will send 80 long-term scholars, plus 170 short-termers. In other words, by the end of that year approximately 100 long-termers will be in the program, well in excess of our 30% requirement. The same is true for 1990, when we anticipate sending 100 short-termers and 50 long.

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Short term groups for 1989 and 1990 will be similar to those for 1988. In the case of both short and long-term participants, we know precisely what we want them to derive from "Experience America" components -- deeper convictions of the benefits of democracy and much greater understanding of what makes it effective.

As the APSP comes on stream, we (and FES) intend to explore and develop innovative arrangements with Colombian and U.S. educational institutions, possibly involving joint degree programs, etc. We also anticipate securing (local) private sector support for various parts of the program. FES already has initiated steps to provide small-scale activity funding for ex-APSP participants. As such experiences emerge and are tested, we will share promising insights with both ADC and APSP colleagues.

SECTION 5. PROGRAM MANAGEMENT

Currently the A.I.D. office in Colombia is manned by the A.I.D. representative (the only U.S. direct hire), a PSC (U.S. dependent), a FSN financial analyst, an administrative assistant, and one local hire PSC secretary. No addition to the staff is planned. Security considerations (the A.I.D. office is located in an already overcrowded Embassy) as well as program considerations inhibit any permanent expansion.

Fortunately, however, the Colombian institutions with which AID works are extremely effective, both in conducting their activities and in program management. Their capabilities make our program function. (This, for example, is the case with local administration of the Andean Peace Scholarship. With the approval of A.I.D. Washington, we have arranged for FES to manage the program, although reserving an oversight and selection role for A.I.D.). Consequently, our operating expense level will continue to be minimal, at a level of \$150,000 for FY-89 and FY-90. Given our minimal staff, however, we must rely profoundly on regional offices, especially RCO/Quito and Controller/Lima, for lateral support, as well as on AID/W for specific program assistance plus policy guidance.

To date such cooperation has been effective as well as highly welcome. However, we believe that the RCO's responsibilities (as well as those of the regional controller) are likely to increase. In FY-89, we anticipate that RCO will be required to assist us in at least four major contract/grant actions -- Administration of Justice II, FES regional center, a 416 program, and AITEC II, in addition to several amendments/extensions. We would thoroughly endorse additional help for the RCO. AID/W cooperation also will be required on a number of matters, including several grant amendments but also for important buy-ins, especially on AUPHA, AIDSCOM, EPI, and Partners' activities, plus two new democratic initiatives actions. We anticipate requiring TDY assistance in several of those fields, but for the most part have budgeted for such short-term actions in our planned OYB levels.

Several evaluations are planned for the period, including one on AITEC, the FES Child Survival Fund, and IICA. In addition, one IG (pre-award) audit will be initiated shortly (in June, 1988).

SECTION 6. SUMMARY FUNDING TABLES

The Summary Program Funding Table requested concentrates on actual and projected LAC regional funding. That table follows. However, in addition we have prepared an optional table, showing total A.I.D. funding being channeled --directly or indirectly-- to Colombia. This includes items such as support from S&T/AGR to the agricultural research center CIAT, S&T/POP support via Population Council, JHPIEGO, AVSC, etc., and scientific research grants funded through BOSTID. However, while this table provides a more comprehensive picture of A.I.D. operations in Colombia, it may include a few inaccuracies, as funding derived from S&T and other central A.I.D. sources generally is not subject to our supervision. (Often it is not disaggregated by country.) With this caveat, however, our "optional" summary support table completes the overall review of A.I.D. in Colombia at this time.

SECTION 6.

SUMMARY PROGRAM FUNDING TABLE
(LAC REGIONAL)

<u>Account/Project</u>		<u>FY 88</u>	<u>FY 89</u>	<u>FY 90</u>
ARDN				
1.	ITT	70.0	42.0 *	
2.	Training			
	Subtotal	70.0	42.0 *	
POP				
1.	ITT	220.0	230.0	245.0
2.	Training			
	Subtotal	220.0	230.0	245.0
HE				
1.	ITT	253.0	450.0 **	450.0 **
2.	Training			
	Subtotal	253.0	450.0 **	450.0 **
CHILD SURVIVAL FUND				
1.	ITT	295.0	390.0	395.0
2.	Training			
	Subtotal	295.0	390.0	395.0
EHR				
1.	ITT			
2.	Training	1,985.0	3,667.0	2,299.0
3.	Demand Reduction	400.0	350.0	350.0
	Subtotal	2,385.0	4,017.0	2,649.0
SDA				
1.	ITT	261.0	522.5	408.0
2.	Training			
	Subtotal	261.0	522.5	408.0
ESF				
4.	AJDD	601.2	1,150.0	1,100.0
5.	Democratic Initiatives		55.0	80.0
6.	Public Financial Management		80.0	35.0
	Subtotal	601.2	1,285.0	1,215.0
TOTAL				
	1. ITT	1,099.0	1,634.5 **	1,498.0 **
	2. Training	1,985.0	3,667.0	2,299.0
	3. Demand Reduction	400.0	350.0	350.0
	4. AJDD	601.2	1,150.0	1,100.0
	5. Democratic Initiatives		55.0	80.0
	6. Public Financial Mgmt.		80.0	35.0

* \$42,000 additional has been requested to expand on-going Environment Profile development. If this sum is available in FY-88, we will obligate it then.

** For each year includes \$200,000 AIDS Earmark.

SECTION 6. OPTIONAL TABLE:

OVERALL CURRENT AND POTENTIAL SUPPORT (ALL AID SOURCES)

FOR COLOMBIA - FY 88-89

FUNDING SOURCE	BUDGET IN THOUSAND DOLLARS (000)	
	FY-1988	FY-1989
ITT	1,099.0	1,634.5
LAC/TI II		100.0
APSP	1,985.0	3,417.0
OTHER TRAINING		150.0
CENTRAL AID POPULATION	3,693.2	3,439.3
ADMIN. OF JUSTICE	601.2	1,150.0
DEMAND REDUCTION	400.0	350.0
DEMOCRATIC INITIATIVES		55.0
PUBLIC FINANCIAL MANAGEMENT		80.0
S&T SUPPORT TO:		
CIAT	4,820.0	4,820.0
A/SCI (SEM AND INDIVIDUAL GRANTS)	153.1	N/A
ATI	86.0	N/A
EXCESS PROPERTY *	1,000.0	1,000.0
POTENTIAL FOOD AID **		7,000.0
TOTAL (POTENTIAL) AID SUPPORT TO COLOMBIA	13,837.5	23,195.8

* THERE IS AN AGREEMENT THAT AUTHORIZES MOH TO IMPORT UP TO \$ 1,000.000 OF EXCESS PROPERTY.

** SEE SECTION THREE FOR EXPLANATION.

ACTION PLAN, FY 1989 - 1990 : COLOMBIA

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COLOMBIA

1988

ACTION PLAN