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BITTER CASSAVA FOR A SWEET MILK ANNUAL IMPLEMENTATION PLAN

Year I

February 1 to September 30 of 2019

MARCH 31, 2019

COOPERATIVE AGREEMENT NO. 72051419CA00006



Cover Photo: Colanta-USAID Alliance (Colombia, 2019)

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ACRONYMS

AYC	Colanta Savings and Credit Union
AOR	Agreement Officer's Representative
APS	Annual Program Statement
GAP	Good Agricultural Practices
CDCS	Country Development Cooperation Strategy
CLAYUCA	Latin American Consortium to Support Cassava Research and Development
COLANTA	Colanta Cooperative
DANE	National Administrative Department of Statistics
GDA	Global Development Alliances
GOC	Government of Colombia
LOA	Life Of the Activity
IR	Intermediate Result
RNP	Red Nudo de Paramillo
UCN	Catholic University Foundation of the North
USAID	United States Agency for International Development
USG	United States Government
VEO/ICO	Organizational Status Valuation / Organizational Capacity Index
VFP	Visit Information Portal

I. INTRODUCTION

Bitter Cassava for a Sweet Milk is an alliance between USAID/Colanta and the Cooperativa Colanta, the Cooperativa de Ahorro y Credito Colanta (or AyC, for its acronyms in Spanish), the Fundacion Universitaria Católica del Norte (or UCN, for its acronyms in Spanish), Corporacion Clayuca, and the Red Nudo de Paramillo (or RNP, for its acronyms in Spanish), with a duration of 5 years, starting on February 1, 2019, and ending on January 31, 2024. The alliance seeks to leverage private sector that has experience, and can focus to achieve sustainable economic development in conflict-affected areas, significantly improving the competitiveness of the dairy and agricultural sector. Contributing to the USAID/Colombia Country Development Cooperation Strategy framework CDCS 2014-2018 and supporting the development objective (DO) 3: Improved conditions for inclusive rural economic growth.

Specialized dairy producers are tied to the high cost of the cattle feed which is approximately 40 percent of the total production cost per liter of milk. This activity seeks to reduce the production cost per liter of milk by incorporating industrial cassava as a raw material in the formulation of cattle feed. Additionally, with pasture renovation, technical assistance, training and modernization of the productive infrastructure is expected to have an increase in the volume and quality of the milk, providing additional economies of scale which will result in the reduction of the production cost per liter of milk in 3 percent.

The alliance will work with two main components:

1) Increasing the supply of industrial cassava as an input in the production of cattle feed, offering a licit livelihood in conflict-affected areas, implementing efficient production processes, providing technical assistance and training, and building productive infrastructure. Initially the component will be executed as a priority in the Bajo Cauca region of Antioquia and then in 61 municipalities of the departments of Antioquia, Córdoba, Cesar and Sucre.

2) Reducing the cost of milk production and increasing the quality standards by providing technical assistance and technological improvement. Table I contains the main goals and outcomes expected throughout the initiative.

Table I: Expected results of the Alliance

GOALS AND ANTICIPATED RESULTS		Cassava
1	Productivity per hectare of fresh cassava increased * * Baseline 12 Ton/Ha. average production in Colombia	83%
2	Dry bitter cassava processed (tons)	9,000
3	Number of technical assistance and training session delivered	6,000
4	Hectares of cassava planted	1,060
5	Equipment repositories for planting, harvesting, and processing cassava	8
6	Number of households who benefit directly from the Alliance	500

GOALS AND ANTICIPATED RESULTS		Milk
1	Production costs per liter of milk reduced to	\$1.079/liter
2	Liters of milk produced per day	2,072,000
3	Number of technical assistance and training events for milk producers	59,200
4	Hectares of pastures improved	1,156
5	Farm Best Management Practices "sanitary accreditation"	5,000
6	Quality standards milk UFC/ml and RCS/ml	UFC≤63.000 - RCS≤397.00 0
7	Updated production infrastructure (Cooling tanks, silos and milking equipment)	1,000
8	Number of households who benefit directly from the alliance	7,000

The present Annual Implementation Plan covers the first year of implementation from February 1 to September 30 of 2019, as a result of a collaborative process between Colanta and its partners, including USAID's considerations in relation to partial goals and indicators.

Considering USAID/Colombia's cooperation strategy and results framework, the Annual Implementation Plan provides details of key activities that will be developed in both components, as well as transversal activities that will be executed during this period. For such implementation Colanta has designed a specific organizational structure to achieve the proposed objectives, along with budget projections, which are described in the following text.

II. CONTEXT

THE COLANTA-USAID ALLIANCE AND ITS CONTRIBUTION TO THE RURAL ECONOMIC DEVELOPMENT IN CONFLICT-AFFECTED REGIONS.

The dairy and meat sectors in Colombia have been historically an important engine for the rural economy, representing approximately 24,3 percent of the total production of the agribusiness sector. The dairy sector faces challenges to maintain its competitiveness in regard to growing foreign competition, especially in marginalized and conflict-affected areas of the country where small-scale agricultural producers prevail. The implementation of the initiative in the dairy sector represents an opportunity to achieve double bottom results, improving competitiveness and at the same time providing a positive social impact.

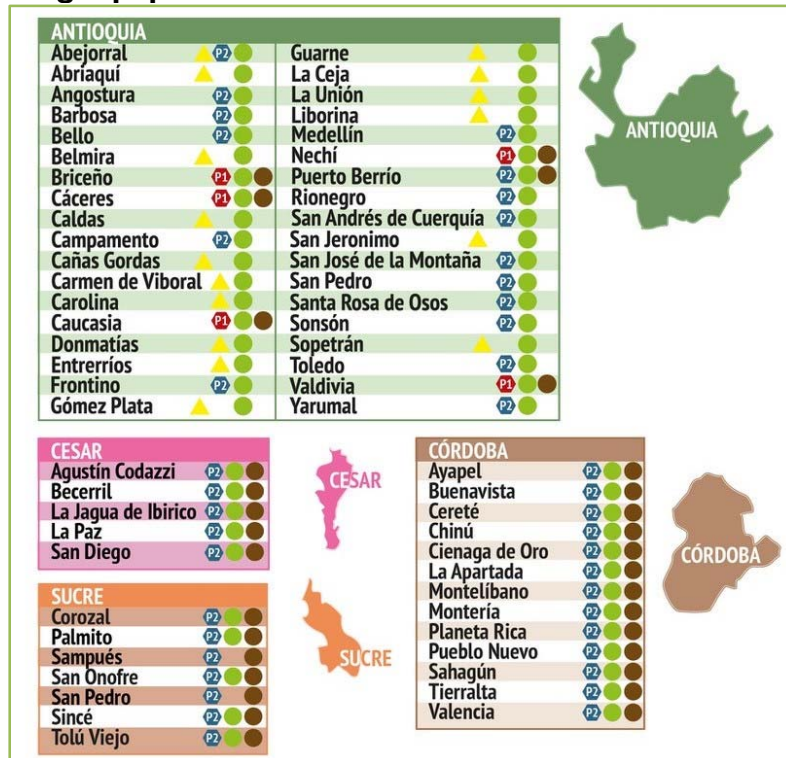
Dairy cattle's breeding is the main economic activity for thousands of farmers in conflict-affected municipalities in Colombia. Colanta generates approximately 14,500 direct jobs, and 47,000 additional indirect jobs. If we estimate that these 61,500 people, have an average of four people per family, the Cooperativa Colanta impacts more than 246,000 people, most of them located in the rural sector.

Improving competitiveness in the dairy sector creates the opportunity to promote the employment, increase the household income, and strengthen the licit livelihoods of agricultural producers in conflict-affected areas, illegal mining, and other criminal activities. The targeted population and geography distribution of this alliance will be presented in the following infographics.

Infographic I: Geographic distribution.



Infographic 2: Target population



THE COLANTA – USAID ALLIANCE IN ANTIOQUIA’S BAJO CAUCA REGION

POPULATION: based on projected figures of the National Administrative Department of Statistics (or DANE, for its acronyms in Spanish) in 2016, the Bajo Cauca sub-region had an estimated population of 312,331 inhabitants, which represents 4.7 percent of the total population of the department of Antioquia. According to the DANE's Basic Unmet Needs indicator, the subregion's presents one of the highest poverty rates in the department of Antioquia (58.96 percent in contrast to the average of the departmental of 22.96 percent), and in some areas of the Bajo Cauca sub-region even reaching structural poverty, a situation that reveals the severe conditions to which it is subjected.

In addition, 30 percent of the population lives under vulnerable conditions, enduring a greater impact in the rural areas, where mixed populations coexist together, indigenous people, afro-descendants, settlers and peasants, most of them coming from poor and marginal regions. Additionally, a new inflow of people attracted by the illicit crops production, which provides them high profits in a short period of time, is becoming the alternative to get out of poverty regardless of the social and political costs derived from this illicit activity.

At the same time, this context produces a forced displacement phenomenon for people fleeing from violence derived from illicit activities. Women and young people have few opportunities to earn a licit income, and find employment, becoming exposed to a higher risk to be involved in armed groups outside the law.

AGRICULTURE AND LIVESTOCK ACTIVITIES: The production of licit agricultural activities is considered marginal, contributing mainly to self-consumption. However, the characteristics of soil present potential to produce various agricultural, livestock and forestry products in the sub-region of Bajo Cauca. The main products are: rice which generates 80 percent of the employment in the municipality of Nechí; cassava and corn produced for self-subsistence and commercialization in local markets; and bananas and cocoa with less market participation.

The presence of illicit crops in the territory diminishes the decision of producer about the use of their land, many of them being obligated not to participate in licit economies, and deciding to migrate to the city.

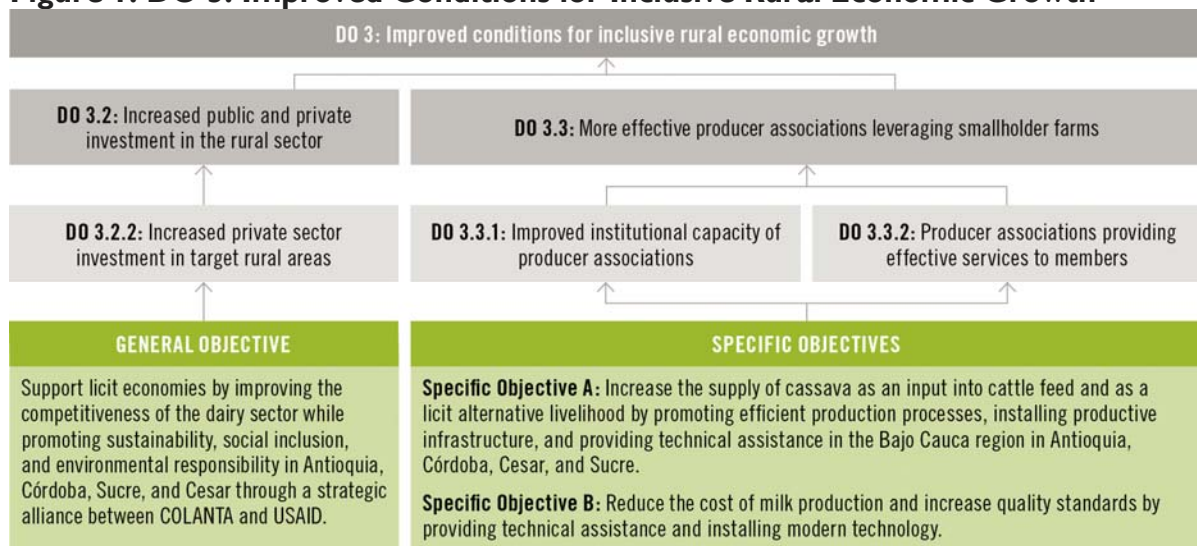
OPPORTUNITY: The Colanta-USAID Alliance becomes an excellent tool for small farmers and emerging producers, who have benefited from land restitution programs, actively participate in the opportunity to produce and commercialize bitter cassava within Colanta’s value chain, taking advantage of the bitter cassava potential in the production of cattle feed for livestock.

This productive model also creates the possibility to medium and large farmers, who have available means of production to join the program, and cultivate bitter cassava for commercialization and employment generation.

III. STRATEGIC STATEMENT

The Bitter Cassava for a Sweet Milk activity contributes directly to the USAID/Colombia Country Development Cooperation Strategy (CDCS) 2014-2018, particularly in the development Objective (DO) 3: Improved Conditions for Inclusive Rural Economic Growth (see figure 1).

Figure 1: DO 3: Improved Conditions for Inclusive Rural Economic Growth



Colanta has announce the big challenge to improve the competitiveness of its dairy producers, and expand its supply chain, by generating alternatives of social inclusion and employment for rural people affected by the armed conflict in Colombia. The alliance contributes not only to the

United States Government objective to support the consolidation of a lasting peace in Colombia, along with the challenges associated to citizen's security and rural sustainable economic development in remote territories that are deprived of the GOC support, but also to the development of the Colanta's competitiveness strategy. So, the alliance corresponds to USAID's GDA goals to include the private sector in the development of marginalized areas through a win-win alliance (gaining both the private sector and the country through a sustainable social impact).

Some municipalities have been prioritized for intervention, according to the framework cooperation between the USG and the GOC. These territories have been affected socially, economically, and geographically by the increase of violence over the last few years, and have been home of vulnerable population.

These territories have been categorized as Priority 1 or 2 within the APS-OAA-16-00000, and at the same time are located within the areas of influence of Colanta, in which, through the implementation of the alliance will significantly improve the competitiveness of the dairy sector and the conditions for a licit rural economic development.

RESULTS FRAMEWORK

The results framework of the activity Bitter Cassava for a Sweet Milk, includes in a general objective, and two specific objectives associated to its components, as well as intermediate results (IRs), sub-intermediate results (Sub-IR), and indicators. These categories are necessary to facilitate the monitoring, evaluation and learning identification processes in relation to the performance of the activity.

General Objective: licit economies supported achieving a more competitive dairy and agricultural sector, while promoting sustainability, social inclusion and environmental responsibility in 61 municipalities in Antioquia, Córdoba, Sucre, Cesar and the Bajo Cauca region through the strategic alliance between Colanta and USAID.

Specific Objective 1: cassava supply increased as an input in the production of cattle feed offering a licit livelihood to farmers.

Intermediate result 1: bitter cassava productivity per ha increased, and included as an input in cattle feed production with high quality standards.

- **Intermediate Sub result 1.1:** land improved for bitter cassava production through agricultural machinery
- **Intermediate Sub result 1.2:** bitter cassava producers trained and technically assisted to adopt technological improvements for crops.
- **Intermediate Sub result 1.3:** technology and infrastructure adopted for cassava production.

Specific Objective 2: cost of milk production reduced, and quality standards increased by providing technical assistance and installing of modern productive technology.

Intermediate result 2: increased milk production volume, and improved milk quality standards through technical assistance, and improved technology.

- **Intermediate Sub result 2.1:** land improvement through agricultural machinery for milk production.
- **Intermediate Sub result 2.2:** milk producers trained and technically assisted for the implementation of technological improvements in the milk production.
- **Intermediate Sub result 2.3:** technology and infrastructure adopted for milk production.

Bearing in mind this strategic framework, the Colanta-USAID Alliance (February 2019 - January 2024), the Table II describes the main achievements expected to be met during the first year of the implementation.

Table II: Main expected results in year I (Feb - Sept 2019).

Goals	Cassava	
	Year I	Total-Year 5
1 Productivity increased	0	83%
2 Dry bitter cassava processed (tons)	0	9,000
3 Number of technical assistance and training sessions for cassava producers delivered	800	6,000
4 Hectares under best practices or management technologies for cassava	100	1,060
5 Equipment repositories established for planting, harvesting, and processing cassava	0	8
6 Number of households who benefit directly from the alliance	60	500

Goals	Milk	
	Year I	Total - Year 5
1 Production cost per liter of milk reduced	0	\$1,079/liter
2 liters of milk produced per day	1.885.000	2,072,000
3 Number of technical assistance and training events for milk producers	6.300	54,000

4 Hectares under best practices or management technologies for milk	100	1,156
5 Good practices in farms "sanitary authorizations"	600	5,000
6 Colony Forming Units Quality Standard (UFC/ml)	UFC\leq83,000	UFC\leq63,000
7 Somatic Cell Count Quality Standard (SCC/ml)	RCS\leq429,000	RCS\leq397,000
8 Production Infrastructure upgrade (Cooling tanks, silos and milking equipment)	185	1,000
9 Number of households who benefit directly from the Alliance	1,000	7,000

IV. ACTIVITIES

OVERVIEW OF OBJECTIVES AND ACTIVITIES

The two major strategies of the alliance (inclusion of bitter cassava in cattle feed, technological upgrade, technical assistance, and training to improve quality and the volume of milk production), will be converged on their objectives. The results expected in the first strategy will lead to achieve the expected results in the second, and both will contribute not only to achieve the expected result for the alliance, but also will contribute to the improvement of conditions for the inclusive rural economic growth in Colombia.

On one side, the increase of bitter cassava supply as an input for cattle feed, aims to reduce the production costs for the producers associated to Colanta; for this the alliance will provide cassava producers with technical assistance, land mechanization, seeds and access to agricultural inputs required for the proper establishment and maintenance of crops, in addition guaranteeing the purchase of the whole cassava harvest. On the other hand, the technological modernization of the productive infrastructure in the dairy farms, and the renovation of their pastures will allow increase the volume of milk production, and the quality produced by the associates of the Cooperative, providing scale economy.

Taking into consideration the Colanta's and its partner's work line, as well as the experience in the geographic areas where the alliance will operate in year I, one of the strategies for the first year of the Implementing Plan will be to focus on strengthening the institutional synergies of Colanta and its partners, building a common programmatic vision. Likewise, in the first year, Colanta and its partners will strengthen relations with other key stakeholders, communities and government actors, to involve them in the initiatives of the activity and its programmatic vision.

In general, the first Implementation Plan includes:

- Construction of a shared vision of Colanta and its partners for the implementation of the activity.
- Development of territorial alliances with key stakeholders, organizations and communities to be intervened.
- Creation of operational planning processes for crop establishment and pasture improvement.

- Processes to develop beneficiaries' technical capacities in agricultural production
- Adoption of technology and improvement of productive infrastructure in the farms.

The following are the main activities that will be developed in each of the strategies and their respective intermediate results for the first year of implementation, which will be presented in its respective schedule table.

COMPONENT I: INCREASE THE SUPPLY OF CASSAVA AS AN INPUT IN THE CATTLE FEED, OFFERING THE HOUSEHOLDS A LICIT LIVELIHOOD IN THE BAJO CAUCA REGION.

The objective of this component is to increase bitter cassava as an input in the production of cattle feed for livestock, reducing the cost of dairy production. The alliance will promote cassava production, focusing actions during this first year of implementation in the Bajo Cauca region of Antioquia, in which the municipalities are categorized as Priority I.

Sub IR 1.1: Land improved for bitter cassava production through agricultural machinery. It includes the following activities to be carried out

Planning and Promotion: the planning and promotion activities start beginning in month I (February 2019) of this Implementation Plan, with the objective to define and prioritize geographical areas, and the most appropriate plots, and identify the communities willing to participate in the establishment of 100 hectares of bitter cassava.

Thanks to the articulation of Colanta with administration of the municipality of Caucasia, and its Rural Development Secretary, it is posed to focus the intervention of the first year with organizations, communities and rural plots in the municipality of Caucasia, in the department of Antioquia, where favorable conditions converge to begin and develop activities of this component.

Visits carried out to the targeted territories by Colanta with its partners CLAYUCA and Red Nudo de Paramillo between February and March, allowed the completion of several meetings with community leaders of different social organizations that own available land in the locality of El Palomar, inside the areas known as, La Corcobada, Las Mercedes, and El Brasil, in the municipality of Caucasia.

The design of the base line for the cassava component, will consider two approaches, the initial situation of the targeted population vs. subsequent measurements and outcomes. The first approach refers to the population and technical-economic variables of their land, framed within the productive and commercial process of bitter cassava; and the second approach refers to the targeted population aspects and its characterization of the demographic and vulnerability variables.

Among the main socioeconomic variables to be analyzed:

- Personal information and schooling level

- Economic activities developed
- Income level
- Financing mechanisms to develop activities
- Property information (extension, land uses, areas planted in cassava-, etc.)
- A vocation for cassava cultivation
- Production and marketing of cassava

In reference to the beneficiary organizations analysis, it is proposed to apply the VEO/ICO diagnostic methodology (Organizational capacity index) to determine the degree of self-management and sustainability, allowing the formulation of their respective improvement plans.

The alliance with the support of the municipal administration of Caucasia has access to the database with more than 200 families, which most of them are victims of forced displacement, which characterization efforts were advanced allowing the identification of 14 organizations to be summoned to participate in the cassava planting activities. The organizations are summarized in the following table:

No	NAME OF THE ASSOCIATION	ACRONYM	TYPE OF ASSOCIATION
1	Asociación de Desplazados del Bajo Cauca	ASDEBAC	Victims
2	Asociación de Agricultores Montes de Geresin	ASAMGE	Peasant
3	Asociación de Campesinos y Agricultores Vida y Paz	ASOCAVIPAZ	Peasant
4	Asociación de Trabajadores del Agro, la Construcción y Profesionales en Carreras Afines del Bajo Cauca y Alto San Jorge	AGROCONSTRUC	Peasant
5	Asociación Agropecuaria Mais	ASOAGROMAIS	Peasant
6	Asociación De Campesinos Desplazados En Caucasia	ASCADEC	Victims
7	Asociación de Familias Desplazadas y Víctimas de Caucasia Antioquia	ASFADES	Victims
8	Asociación de Productores Agropecuarios Desplazados y Otros	ASPADO	Victims
9	Asociación de Campesinos La Fortuna	ASOCAFO	Peasant
10	Asociación para el Desarrollo y Crecimiento Económico del Talento Humano	ASDECRETH	Women
11	Empresa Asociativa de Trabajo en Gestión Ambiental e Interventoría	ACE GAI	Peasant

12	Fundación Amor, Vida y Paz Bajo Cauca	FAV PAZ-BC	Peasant
13	Asociación Familias del Agro	ASOFAMIAGRO	Peasant
14	Junta de Acción Comunal Vereda El Brasil	JAC BRAZIL	Communal Board

The identification and approach to traditional producer association will be performed within the planning of activities to be carried out in month 4 (May, 2019), in areas of Priority 2 in the department of Cordoba (BuenaVista, Montelíbano, Montería, Planet Rica, Pueblo Nuevo, Sahagún), Sucre (Palmitos and Tolú Viejo), and in the department of Cesar (Agustín Codazzi, and La Paz), which own drying cassava bed infrastructures, but have difficulties accessing markets. The Alliance can reactivate the infrastructures and establish trade agreements with them to guarantee the purchase of the harvest under favorable conditions, allowing producers to benefit from the strategies of the activity.

In the same planning phase above mentioned, and under the supervision of CLAYUCA beginning in month 2 (March, 2019), two premises with 0.5 hectares each were defined, for the establishment of seedbeds dedicated to the propagation of cassava, and to be used as demonstrative plots with different industrial varieties, which will serve as plant material to be used and replicated in year 2 of the implementation.

The first seedbed will be located in the municipality of Caucasia, whose establishment has been possible through the alliance with the USAID activity Producer to Markets Alliance. The second seedbed will be located in a milk farm named San Ángel, in the municipality of Buenavista (Córdoba) which belongs to a producer associated to Colanta. The establishment of these seedbeds will end in the Month 3 (April, 2019).

During the first year of the activity implementation, and through the Colanta's processes of recruitment, selection, and contracting, it was possible to establish the technical team for the cassava component, which is formed by one supervisor (agronomist engineer), and two technical assistants (agronomist engineers). The team's base of operations is the municipality of Caucasia, with the opportunity to travel through the different areas of intervention of the activity.

Establishment of Crops: Given the limited amount of existing seeds, and its current availability, the alliance can establish 100 hectares of cassava during the first year of implementation. The technical team has been taking soil samples in the prioritized territories in the locality of El Palomar (Caucasia) since March, 2019. These samples will be sent for analysis to the Tibaitatá Research Center of Agrosavia who will determine the agronomic requirements to ensure optimal production.

CLAYUCA, The Red Nudo de Paramillo, Colanta's technical team, and leaders of the producer associations of the El Palomar (Caucasia) have held several meetings since March, in the targeted

territory identifying beneficiaries to carry out the respective planting schedule. The farming process will take place between month 3 and 5 (April - June) of the implementation plan.

During March, Colanta acquired selected seeds from producing areas of cassava in the department of Sucre, to establish the first 70 hectares between April and May. The alliance is negotiating other seeds to establish another 30 hectares between May and June. The alliance will provide the seeds, the mechanization of the soils, and the technical assistance and accompaniment to producers for the adequacy, preparation of lots, and planting.

The socialization and presentation of the bitter cassava forward contract will be carried out to beneficiaries during April 2019. This contract will be used as a guarantee to formalize the commitments of the community and the alliance; as well as to deliver different benefits to farmers offered during the life cycle of the crop; including seed, tool kits, supplies financing, crop insurance, technical assistance, and harvest purchase.

Sub I.R. 1.2: Bitter cassava producers trained and technically assisted to adopt technical improvements for crops. The following are the activities to be developed:

- ✓ **Training and technical assistance:** Once the crops have been established in month 4 (May), the technical assistant team and the Cassava supervisor will begin with the technical assistance process for 100 producers prioritized in the municipality of Caucasia, and in each plot for the adequate agronomic management of the crop, in such way that they implement the different technological improvements available to obtain high yields in the cassava production. This process is carried out along with CLAYUCA, UCN and Colanta's technical team, which includes on-site trainings in key aspects such as Knowledge and adoption of good agricultural practices.
- ✓ Knowledge and adoption of environmental regulations for cassava cultivation.
- ✓ Management of natural resources and their application in the cassava cultivation.
- ✓ Mitigation of environmental impacts.
- ✓ Adequate disposal of solid waste.

For this purpose, a training and technical assistance plan will be designed, describing contents, duration, methodologies and logistical aspects to carry out the activities.

Sub I.R. 1.3: Technology and infrastructure adopted for the cassava production. Comprises the following activities to be carried out:

Establishment of banks machinery for planting, harvesting and processing infrastructure: for this first Implementing plan and beginning in Month 3 (April) Colanta will have available two tractors to be used for the preparation of the soil in El Palomar (Caucasia) where 100 ha of cassava will be established.

Colanta will carry out the acquisition and delivery of tool kits of light productive tools In Month 4 (May), for collective use to producers, to facilitate the maintenance tasks of the farming process.

The program projects the construction of cassava drying beds, seven small and one large for year two, so they will be ready for the drying period of the first crops in February 2020.

Production of 9,000 tons of dry cassava: During this first year of implementation production results in tons of cassava harvested are not expected, because during Month 8 (September) the plants will be in a growing phase, and the harvest is expected for February of 2020.

Productivity Increase: During this first year is no expected an increase in productivity as the result in this area is contemplated for year 2.

All these activities contribute to the fulfillment of the indicators presented in the Activity Monitoring, Evaluation and Learning plan (AMEL) Plan.

The following is the component activity schedule Table III:

Table III: SCHEDULE OF ACTIVITIES COMPONENT CASSAVA: FY 2019

ACTIVITY	TASK	RESPONSIBLE	TIMELINE 2019		
			Q2	Q3	Q4
IR I bitter cassava productivity per ha increased, and included as an input in cattle feed production with high quality standards.					
Sub IR 1.1: Land improved for bitter cassava production through agricultural machinery.					
1.1.1	Identification of the most proper areas for cassava cultivation.	Cassava Technical Supervisor			
1.1.2	Soil sampling and soil analysis.	Technical Supervisor Yuca-Colanta Laboratory			
1.1.3	Dissemination of the activity with communities interested to participate in the cassava component in Bajo Cauca region	Leader of social inclusion-Colanta directives			
1.1.4	Startup of the seedbeds, and model farms to identify the most appropriate variety of bitter cassava	Technical Supervisor Yuca-Clayuca			
1.1.5	Program with producers to plant 100 ha of bitter cassava.	Cassava Technical Supervisor			
1.1.6	Signature of forward contracts between Colanta and cassava producers to guarantee the sale of the harvest.	Leader of social inclusion, Team Leader Colanta			
1.1.7	Technical assistance for the adequacy, preparation of soil, and cassava planting	Cassava Technical Supervisor			
1.1.8	Monthly Registration of hectares planted in cassava	Cassava Technical Supervisor			

Sub IR 1.2: bitter cassava producers trained and technically assisted to adopt technological improvements for crops					
1.2.1	Train producers in appropriate technologies for cassava cultivation	Cassava Technical Supervisor			
1.2.2	Producers trained in selection of varieties and qualities of cassava.	Cassava Technical Supervisor			
1.2.3	Train producers in Good Agricultural Practices (G.A.P.)	Cassava Technical Supervisor			
1.2.4	Train producers in in environmental legislation and regulations	Cassava Technical Supervisor			
1.2.5	Provide technical assistance to producers to implement G.A.P. and environmental standards	Cassava Technical Assistants			
Sub IR 1.3: technology and infrastructure adopted for cassava production.					
1.3.1	Acquisition and management of machinery equipment for cassava production	Cassava technical Supervisor-technical assistants cassava			
1.3.2	Acquisition and management of toolkits and lightweight implements	Cassava technical Supervisor-technical assistants cassava			
1.3.3	Purchases and delivery of equipment and lightweight implements for production such as: Cart, shovels, pales, rakes, machetes, buckets, tents, personal protective equipment for agrochemical application, etc.	Cassava technical Supervisor-technical assistants cassava			

II COMPONENT: COST OF MILK PRODUCTION REDUCED, AND QUALITY STANDARDS INCREASED BY PROVIDING TECHNICAL ASSISTANCE AND INSTALLING OF MODERN PRODUCTIVE TECHNOLOGY.

The objective of this component is to reduce the costs of milk production and increase quality standards, providing technical assistance and modernizing production technologies. Colanta will use a gradual approach to perform an integrated set of interventions to improve the production volume, the quality standards, and increase of yield of milk production.

- **Sub IR 2.1: Land improvement through agricultural machinery for milk production.**

It comprises the following activities to be carried out:

Program Socialization: the Activity will be promoted among the dairy producers along with invitations to participate in the different strategies and interventions of the alliance. This will be done via advertisements and publications that will be placed in the network of the Agrocolanta and Micolanta Shops located in the zones of influence of the alliance; and activities also will be promoted through the Radio Mas, a Colanta's radio station, chats in the municipalities, and visits of Colanta's technical assistants to the farms of milk producers.

The base line for the milk component will be collected by technical assistants through visits to milk producers, and will include the required registration of demographic information of beneficiaries; and for the technical-economic variables will be gathered from data that Colanta has in the data base.

Pasture Renovation: through the renovation of pastures, the physical and chemical conditions of the soil will be improved, providing an environment that enhances the growth and development of forage species, characteristics that help to increase the productivity and persistence of grasslands by oxygenation, water infiltration, and nutrient intake for optimal root development and improvement of production and quality of pasture.

The procurement processes for three tractors is expected to be performed from February to March, beginning to use the first tractor in April, and the remaining two tractors in May, and have the tractors working in full operation in June. The present Implementation Plan projects the intervention of 100 hectares, prioritizing the milk producer associates from the database in the areas of high tropics in the department of Antioquia (north and east sub-regions), more specifically around the municipalities of San Pedro, Santa Rosa, and Entrerriós, who have expressed interest and need to improve their pastures.

After the socialization of the alliance in the different territories, the interested producers along with Colanta's technical assistant's team will perform the respective programming for the intervention of land and mechanization of soils, providing advice and technical assistance for the proper renovation of pastures.

During this Implementation Plan, Colanta will locate the machinery equipment to deliver services for the associates in key locations, around these geographic zones of high tropics. Also, other tools will be available for the milk producers to renovate pastures, such as three renovators of soils, and two rotary tillers.

Sub IR 2.2: Milk producers trained and technically assisted for the implementation of technological improvements in the milk production.

It includes the following activities to be carried out:

Training and technical assistance to milk producers: milk production is the main business of Colanta, and considering that technical assistance and training to milk producers is a strength to Colanta's program, these activities are been planned to be carried out along the duration of the program. In this process, the technical assistants will deliver knowledge to daily routines in the assigned territories (Antioquia, Córdoba, Sucre, Cesar), in key aspects such as:

- ✓ Animal health, to improve the phyto-sanitary status of the agricultural company, which responds to the needs in public health, food safety and good practices.
- ✓ Genetics and reproduction, to improve the genetic future of livestock activity, which results in improved productivity.

- ✓ Best practices, to improve the activities that are developed in the livestock company, and to achieve production standards complying with regulations, such as the good agricultural practices in Colombia and the Pasteurized Milk Ordinance (PMO) grade A for the United States market.
- ✓ Nutrition and food: decrease production costs by promoting feed based on the cultivation of grass and cassava.
- ✓ Technological modernization: to accompany the adoption and appropriation of technologies that modernizes and makes agricultural production more efficient.
- ✓ Environmental: To partake in environmental compliance and the adoption of models that mitigate the impact of agricultural production.

Sub IR 2.3: Technology and infrastructure adoption for milk production. It comprises the following activities that are to be carried out:

Technological modernization of production processes: Colanta’s purpose of implementing greater control of the critical quality points in the primary production of milk, is facilitating through the technological modernization in the productive processes of milk producers, and through the financing and installation of milking equipment, cooling tanks and bulk silos for the storage of concentrated food, with the objective of improving the competitiveness of the milk chain in the producer farm.

Technical assistants while participating in consultation visits in regards to milk producers located in Antioquia, Córdoba, Sucre and Cesar, will carry out the respective promotion and diffusion of the benefits for technology adoption and the convenience of financial services offered by AyC Colanta Savings and Credit Union; providing producers that receive finance a guaranteed of the purchase of their milk. For this work plan, the Alliance anticipates the installation of 185 units of equipment for technological improvement, which represent approximately USD \$500,000 in value of loans granted by AyC Colanta Savings and Credit Union.

All these activities contribute to the fulfillment of the indicators presented in the monitoring, evaluation and learning Plan (AMEL Plan).

Component Activity Schedule Table IV:

Table IV: SCHEDULE OF ACTIVITIES MILK COMPONENT: FY 2019

ACTIVITY	TASK	RESPONSIBLE	TIMELINE		
			2019		
			Q2	Q3	Q4
IR 2: Increased volume and improved milk quality standards					
Sub IR 2.1: Land improvement through agricultural machinery for milk production.					
2.1.1	Planning, dissemination and promotion of pasture improvement Program with milk-producing partners	Supervisor senior Leche			
2.1.2	Schedule with producers for pasture renovation/improvement.	Milk Technical Supervisor			
2.1.3	Advice and accompaniment for the intervention of the pastures with agricultural machinery	Milk Technical Supervisor			

2.1.4	Register of improved pastures hectares month by month	Milk Supervisor	Technical			
Sub IR 2.2: Milk producers trained and technically assisted in the implementation of technological improvements in milk production.						
2.2.1	Producers with training and technical assistance in the program of genetic improvement and reproduction.	Milk Supervisor	Technical			
2.2.2	Producers with training and technical assistance in the program of Nutrition and food.	Milk Supervisor	Technical			
2.2.3	Producers with training and technical assistance in the program of Animal Health	Milk Supervisor	Technical			
2.2.4	Producers with training and technical assistance in the program good livestock practices	Milk Supervisor	Technical			
2.2.5	Producers with training and technical assistance in the program of milk production	Milk Supervisor	Technical			
Sub IR 2.3: Technology and infrastructure adoption for milk production.						
2.3.1	Management and installation on farm, of milk equipment	Milk Supervisor	Technical			
2.3.2	Management and installation, of farm equipment	Milk Supervisor	Technical			
2.3.3	Management and installation on farm, bulk silos for storage feed balanced	Milk Supervisor	Technical			

V. PROGRAM AND OPERATIONS MANAGEMENT

Colanta, as implementing partner of the Cooperation Agreement, has formed a Key Personnel team led by the project chief, finance and administrative manager and a communications analyst based in Medellín. The team began work in December 2018 and has established a steering and technical committee, which includes CHEMONICS staff for consultancy during the first 18 months of implementation. This on-site team will provide strategic support for capacity building in USAID international cooperation methodologies, through a project unit manager, a monitoring, evaluation and learning advisor (M&E), contracts and financial operations advisor and communications processes and reports advisor.

Besides the day to day support, Chemonics and its consultants have designed a training strategy for Colanta in the following lines:

- ✓ Regulation, normative, purchases and acquisitions
- ✓ Strategic management of the activity
- ✓ Communications
- ✓ Monitoring and evaluation
- ✓ Environmental management
- ✓ Monitor platform management

Led by a milk component coordinator, Colanta’s teams for technical assistance and milk quality improvement processes are performing technology transfer activities in the territories of the Alliance, by means of a selected group of senior technical assistants, junior technical assistants and quality promoters in more than 61 Municipalities of Colombia.

The cassava component is coordinated by a professional agronomist specialized in the management of the cassava crop who supervises the work of 4 technical assistants, and whose base of operations is the municipality of Caucasia -sub-region of Antioquia’s Bajo Cauca- where the implementation activities of this component are prioritized.

All field technical assistants -both in milk and cassava- will use their own vehicles to reach the producers in their assigned geographical areas and therefore provide flexible and personalized support for producers through farm visits, field schools for farmers, group workshops or one-on-one training. Management, administrative support and finance teams are located in Colanta's offices in Medellín.

Additional consultancies have not been scheduled for the first year. Also, no international travel is projected during the first year

The staff of the initiative is presented both in Table V Alliance Staff and in the Organizational Chart

Table V: Alliance Staff

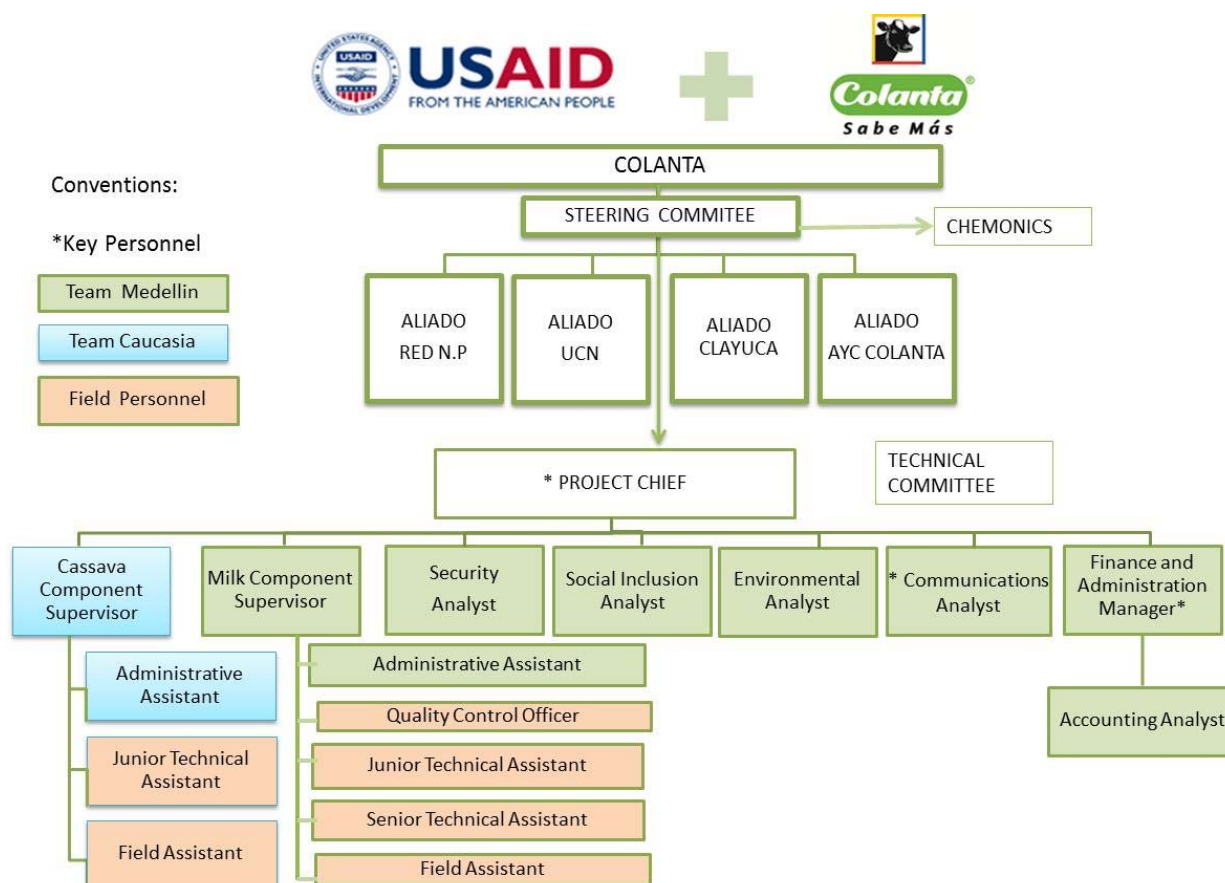
KEY PERSONNEL		
ROLE	ACADEMIC TRAINING/EXPERIENCE	RESPONSIBILITIES
Project Chief	<p>Academic profile: University degree in Business Administration, Economics, Management or related Social Sciences. Specialization or a master’s degree is preferred. Fluency in English (Level IV) and Spanish (Level IV) both oral and written.</p> <p>Experience: At least five years of experience managing projects, leading teams, coordinating with multiple counterparts and being responsible for the execution</p>	<p>Responsibilities: The project chief will have overall responsibility for the agreement implementation, ensuring adherence to its terms, conditions, provisions, reporting requirements, budget and deadlines. The project chief will play a quality control role on the appropriateness and overall responsiveness of all activities performed under the agreement, whether by GDA Alliance members, subcontractors, long/short-term advisors or others. The project chief will serve as the primary point of contact with USAID/Colombia in regard to day-to-day implementation</p>

	of resources. Experience with development projects is preferred.	and management matters relating to the agreement. The project chief will provide strategic vision to the Alliance team and will manage relationships with high level United States Government (USG), Government of Colombia (GOC) counterparts, as well as private sector representatives.
Financial and Administrative Manager	<p>Academic profile: University degree in Business Administration, Economics, Management or related Sciences. Specialization or a master's degree is preferred. Spanish (Level IV) and good working knowledge in English (Level III) preferred.</p> <p>Experience: At least five years of experience in financial and administrative management, implementation of resources, preparation of financial reports and accounting statements, budget planning, monitoring and execution.</p>	The Financial and Administrative Manager will be responsible for the financial management of the award, including execution of the budget in coordination with the technical areas of the project, structuring and submitting the required financial reports to USAID, complying with the requirements of the award and ensuring procedures are followed and sufficient documentation exists to support the use of resources. The Financial and Administrative Manager will also be responsible for supporting management of the award from an administrative perspective.
Communications Analyst	<p>Academic profile: •A bachelor's degree in communications or a related discipline. Fluency in English (Level IV) and Spanish (Level IV) both oral and written.</p> <p>Experience: • At least three years of experience leading strategic communications (i.e., organizational, press, magazines, videos and social media); experience with development projects is preferred.</p>	Responsibilities: The Communications Analyst will be responsible for managing overall communications, including communication products and requirements associated with the agreement.

NON-KEY PERSONNEL

ROLE	ACADEMIC TRAINING/EXPERIENCE	RESPONSIBILITIES
Accounting analyst	<p>Degree in accounting or business administration with two years relevant experience.</p> <p>Skills: Able to adapt to change, client-focused, demonstrating initiative, Learning-oriented, goal-oriented, strong sense of teamwork, and communication skills.</p>	<p>Ability to manage multiple operational and financial tasks or assignments at once with both direct and indirect responsibility for outcomes; capacity to analyze and verify project accounting information, including establishing costs for program initiatives, generate accounting reports, financial statements, and inform program management</p>
Social Inclusion analyst	<p>Undergraduate degree in management and/or agriculture and livestock, with one year of relevant experience.</p>	<p>Responsibility: Develop strategic plan for social inclusion aimed at milk and cassava producers, their families, and the community, with experience in agriculture sector.</p>
Environmental Analyst	<p>Undergraduate degree in environmental sciences, health, or technology with three years relevant experience.</p>	<p>Develop environmental plan by implementing policies that guarantee compliance of legal requirements and environmental impact mitigation caused by these product processes.</p>
Security Analyst	<p>Technical degree in security and communications, or related fields, with three years relevant experience.</p>	<p>Develop security plan, monitor security situation, conduct background checks, and coordinate transportation of program staff.</p>
Milk Component Supervisor	<p>Undergraduate degree in agricultural and/or livestock with three years relevant experience.</p> <p>Skill: Develop personnel, leadership, and goal-oriented and assertive communication.</p>	<p>Practical experience: Ability to coordinate and manage activities related to technical consultants for the implementation of programs and projects that aim to develop communities where milk is produced.</p>
Cassava Component Supervisor	<p>Undergraduate degree in agricultural and/or livestock with three years relevant experience.</p> <p>Skills: Personnel development, leadership, goal-oriented, and assertive communication.</p>	<p>Ability to coordinate and manage technical activities related to consultants for the implementation of programs and projects that aim to develop communities in which cassava is being grown.</p>
Junior/Senior Technical Assistant	<p>Undergraduate degree in agricultural sciences.</p> <p>Junior (6-month experience) and Senior (3-year experience)</p>	<p>Responsibility: Provide technical assistance and training to cassava and milk producers as needed.</p>

Quality promoter	Undergraduate degree in agricultural sciences, or technology, with three years relevant experience.	Responsibility: Provide technical assistance and training to milk producers.
Administrative Assistant	Technical degree in administrative areas with one year of experience.	Responsibility: monitoring and evaluation programs of the program indicators, guarantee administrative for the program.
Tractor operator / Field Assistant/	Technical degree in agriculture, or related field, with one year of experience	Responsibility: Operate tractor and other equipment. Responsibility: Manage cassava greenhouse.



VI. CROSS-CUTTING ACTIVITIES

A. Strategies for collaboration with other important partners/alliances.

Bearing in mind the context of the Bajo Cauca sub-region, which includes the implementation of other programs and development projects co-financed by the U.S. government through USAID; Colanta will seek to identify the potential articulations and synergies with several of these programs to strengthen its institutional position in these rural territories and become a partner for the implementation of different intervention strategies that allow the achievement of Bitter Cassava for a Sweet Milk objectives; for the sustainable development of the territories and vulnerable populations.

The main lines of work of some USAID programs in which articulation possibilities are foreseen are outlined below:

- The Community Development and Licit Opportunities Program (CDLO), whose purpose is to strengthen the capacity of rural communities affected by the conflict to become reliable and effective partners of the government and private sector for the definition and implementation of comprehensive initiatives in rural development with territorial vision. Articulation possibilities and following strategies:
 - ✓ Strengthen community organizations and their social capital.
 - ✓ Promotion of a positive economic environment, seeking opportunities for licit economic growth, by generating livelihoods from the local, cultural and environmental assets of the territories.
- The Colombia Producers to Markets Alliance (PMA), whose purpose is to improve the competitiveness of rural producers in order to respond to new opportunities in the expanding market. Articulation possibilities with the following strategies:
 - ✓ Increase of production that responds to market demand.
 - ✓ Increased investment in rural infrastructure that allows markets to work efficiently.
- The Artisanal Gold Mining Program (ORO LEGAL), which, as a neutral actor, does not seek to promote or condemn mining, but to support a responsible activity when it is technical, financial and legally possible. From that approach the program offers activities of economic diversification.
- The Rural Finance Initiative (RFI), whose purpose is to support the Colombian financial sector in the challenge of improving the financial inclusion of rural populations, vulnerable and affected by the conflict. Possible articulation in the strategy of development and improvement of rural financial products and services.
- Within the frameworks of recently signed GDA Alliances by USAID in the Bajo Cauca region, involving the private sector for the development of marginalized areas, the possible articulations for Bitter Cassava for a Sweet Milk Alliance will be managed with a focus for allowing joint results and impacts.
- Taking advantage of Antioquia's Government initiative Antioquia Siembra, the Alliance will seek to identify synergies with the administration, through the Secretariat of Agriculture, in search of potential advantages for the cassava component.

- Along Cauca's mayor its Secretary of Agriculture and Rural Development a successful approach to the territory has been performed, identifying the first communities linked to the cassava component. The local government has not only shown a constant interest in the arrival of the Alliance to the municipality, but also has presented different alternatives for the continuous expansion of the Alliance within its territory.
- Colanta Cooperative has extended a previous agreement already established with the National Apprenticeship Service (SENA) to ensure a broader coverage of the technical training offer, to include the beneficiaries of both components of the Alliance.

B. Executive Summary of the Gender and Vulnerable Population Strategy

Bitter Cassava for a Sweet Milk is an initiative that seeks to increase the productivity of the dairy sector through the production of cassava-based animal feed. This represents, on the one hand, increased productivity and cost reduction for dairy farmers (mostly small and medium-sized producers located in rural and marginal areas). On the other hand, the inclusion in Colanta's production value chain of cassava farmers belonging to displaced and vulnerable families. This social inclusion strategy aims for a transversal approach that highlights the inclusion of gender, youth population and ethnic minorities. Afro-descendants and indigenous people all considered as vulnerable population in the rural context.

To define the vulnerable population object of this strategy, the opposite concept that implies it is used: social exclusion. Meaning that women, young people and ethnic minorities, will be socially included through specific actions in the two components of the activity (milk and cassava). Furthermore, there will be an improvement in the structural social processes that have negatively affected aspects of their human and material development. This would impact the population in economic, social, political and cultural levels. According to the National Department of Statistics (DANE) about 11 million people that live in rural areas face conditions of violence of armed conflict, poverty, and disparities in access to full enjoyment of their rights.

Evidence of rural females' deprivation or exclusion can be inferred from Colanta's database, which shows a large majority of male associates and a smaller number of women associates in milk production. As for children under 28 years of age, they only consist of 2.7% of the overall participation. Currently there is no disaggregated data for ethnic minority participation within the cooperative. The Alliance represents an opportunity to document and visualize such participation not only in the milk production chain, but also in the agricultural enterprises of the cassava component.

Bitter Cassava for a Sweet Milk seeks to develop specific activities that reduce exclusion and advance the integration of these groups during the duration of this Alliance.

The primary strategies will be:

- Activities will be designed to recognize differences and foster the rights of women, young people and vulnerable ethnic minorities, within the beneficiary population of milk producers and emerging cassava growers.
- Work groups will be created for gender and youth issues from complementary perspectives.

This strategy will be extended in detail later in chapter IX. GENDER AND VULNERABLE POPULATION STRATEGY.

VII. MONITORING AND EVALUATION.

Monitoring progress, evaluating results and learning data are key management functions in any initiative. Performance monitoring is a continuous process of data collection and analysis for the comparison between performance indicators and expected results.

Colanta will monitor the progress of the activity continuously, using the existing Visit to producer farm portal (VFP), which can be adapted to register micro data and report achievements related to the Alliance. In this order, the learning plan, monitoring and evaluation will allow:

- ✓ The provision of timely and systematic information based on reliable and useful evidence.
- ✓ Carry out continuous verifications to identify the advances or delays in the development of activities and their expected results (deliverables). To improve and/or adjust the performance of said development of activities, through implementing the necessary corrective actions.
- ✓ Identify and timely manage risks that may diminish the ability to achieve the expected results, and to propose solutions to avoid, transfer, mitigate or accept them.
- ✓ Identify and document the success histories and lessons learned, promoting learning and best practice adoption.
- ✓ To assess whether expected benefits may be delivered and continue to be relevant in relation to the expected cause and effect within the implementation of the activity.

The main indicators used to demonstrate the management of the activity throughout its implementation are described and defined in Table VIII .

All this information will be detailed in the respective AMELP document of the initiative.

Table VIII: Performance indicators, Colanta – USAID Alliance

Objective	Indicator	Indicator type
<i>Supporting licit economies, achieving more competitive dairy and agricultural sectors while promoting sustainability, social inclusion and environmental responsibility in 61 municipalities of Antioquia, Córdoba, Sucre, Cesar and the Bajo Cauca region.</i>	1. CSM-Ob-01 production cost per liter of milk	Result
	2. CSM-Ob-02 number of households benefiting directly from the Colanta – USAID Alliance	Product
Component	Indicator	Indicator type
<i>Inclusion of cassava in livestock feed production increasing the availability of affordable, high-quality feed.</i>	3. CSM-OBI-01 dry cassava for process (tons)	Result
	4. CSM-OBI-02 productivity per hectare of fresh cassava	Result
<i>Milk production cost reduced, increased volume and quality standards, providing technical assistance and modern technology to milk producers.</i>	5. CSM-OB2-01 quality standards	Result
	6. CSM-Ob2-02 liters of milk produced per day	Product
	7. CSM-OB2-03 sanitary authorizations	Product
Cross-cutting indicators		Indicator type
5.EG 3.2-25 number of hectares under management best practices or technologies with USG assistance (cassava and milk)		Product
8. CSM-CC-01 Number of technical assistances (cassava and milk)		Process
9. CSM-CC-02 Number of trainings (cassava and milk)		Process
10. CSM-CC-03 Production infrastructure (cassava and milk)		Process

VIII. GENDER AND VULNERABLE POPULATION STRATEGY

A. CONTEXT

In a global context, women, young people and rural ethnic groups are identified as groups in need of intentional processes for the social inclusion of said groups. Added to the fact that in Colombia the armed conflict has impacted the rural sector in a severe way, and considering that beneficiaries of Bitter Cassava for a Sweet Milk are mostly small/medium-sized milk producers and emerging cassava producers, it is crucial to implement Social Inclusion strategic initiatives.

The United Nations Women's Fund, UNIFEM, reported in 2016, about the progress in reaching the Millennium Development Goals, that: "... While facing continual structural constraints, women

play a key role in supporting their homes and communities, achieving food and nutritional security, generating income and improving livelihoods and overall well-being in the rural environment. They contribute to agriculture and rural enterprises and promote both rural and global economies." Every day around the world rural women face continual structural constraints that prevent them from fully enjoying their human rights and hinder their efforts to improve their lives and those around them. Rural women are less likely to be paid than rural men for rural jobs (both agricultural and non-agricultural). Women are more active in the informal rural economy operating outside labor standards, without guarantees and with disproportionate efforts to obtain scarce resources. "

At the same time, the Economic Commission for Latin America, ECLAC in the analysis of the role of young people within societies, reported in 2014 that "...analyzing the public policies for youth in some Latin American countries, it is indisputable that the center of discussion found a strong bias in the unawareness of the potentials of young people as creators of new realities. Far more detailed analyses evidenced the juvenile peculiarities such as urban, rural, special needs, among others. It is generally known that economic exclusion and seclusion is more acute in rural areas, while urban areas show greater conflicts in social integration. Young people would be, by definition, in excluded groups and with institutional restrictions for accessing the assets, resources and positions of power in society. "

The inclusion strategy transcends a social meaning, and constitutes a strategic commitment contributing to the generational integration of women, youth and ethnic minorities throughout the activities of the Alliance; thus guaranteeing the long-term sustainability of the cooperative.

For these reasons the Alliance has stated -since its formulation- a goal for social inclusion covering a participation of 20% of women, 10% of Afro-descendants and 3% of indigenous people present in the territory, and the creation of community networks for 300 women and 300 young people.

Women in the development

The Colombian legal framework has specific legislation that protects women in a prioritized way. Regarding law 731 of 2002 for protection to the rural woman; so-called "victim's law" refers specifically to sexual and reproductive health assistance for women victims of the armed conflict. Also in consideration of the special protection they deserve in the delivery of humanitarian aid, preferential access to credit, social security programs and training is declared in the jurisprudence of the Constitutional Court's as government duties in the remediation of women displaced by the conflict.

Despite this, there are gaps that persist not only in law enforcement, but also in entrenched cultural beliefs that limit the full enjoyment of women's rights. These factors restrict their access and control of benefits, along with wealth, economic, social, political and cultural opportunities.

Spaces for young people

The low generational renewal is one of the most serious problems identified by the third Agriculture census reporting that: "The sector's ageing rate is: 52.5 young individual for every

100-elderly people " in addition to the noticeable exodus from rural to urban areas of young people in a productive age. This is produced by two factors: first, income does not meet the expectations of young people, second, young people want to decide on their own identities and do not want to devote themselves to the work of their parents. Independent studies show that young people assume themselves as "second-class citizens" if they are engaged in Agro-farming, while feeling that they have better social status if they engage in other productive activities, even if they are not owners, but employees.

B. ACTIVITIES AND APPROACHES

Faced with the realities mentioned for both women and young people, Bitter Cassava for a Sweet Milk bases its strategic initiatives for Social Inclusion in the following aspects:

1. **Economic:** Economic aspects involve income generation in dignified conditions, empowering both women and young people. Efforts will be focused on the activities: i) training for entrepreneurial and agricultural activities determined through the Catholic University Foundation of the North and SENA. ii) Business roundtables for the promotion of women's and young people's products and services initiatives.

In the case of young people, the activities will focus on: i) training in agricultural production issues in all the chain links; ii) delivery of seed capital represented in a veal, as a mean to start its agro-enterprise; iii) promotion of young people organizations as future Cooperatives iv) ensure the purchase of all its production.

2. **Social:** the potential for generation of joint spaces for women and young people to provide trainings and business conferences. In the women's case, the opening of social interaction events against isolation, lack of economic conditions and support networks that in general are constituted as a means for income security and participation in community life.

Based on these aspects of the strategic initiative for Social Inclusion, Bitter Cassava for a Sweet Milk develops concrete actions for the fulfillment of the general objective of the activity "to support licit economies to improve the competitiveness of the dairy sector while promoting sustainability, Social Inclusion and environmental responsibility...". Primarily doing this through actions that strengthen the economic and social aspects. as explained above. Overall the Social Inclusion is still aimed at consolidating licit economies, thereby consolidating the DO3 of creating "Better conditions for inclusive rural economic growth".

In conjunction to the economic and social aspects mentioned above, it contributes to achieve the DO 3.3 "More effective leverage benefiting small farmers", which clearly includes sectors such as rural women and young people.

Gender-focused activities: Women in Agribusiness

It is important to clarify that the gender approach considers the different opportunities that men and women have, the existing interrelations between them, and the various roles that are socially assigned to them. All these issues influence the achievement of the goals, policies and plans of the national and international agencies, and therefore have an impact on the developmental processes of society. Gender is related to all aspects of individual's economic and every day social life, and determines characteristics and functions depending on the perception that society has of the gender. Precisely on those perceptions, the social conglomerate has frequently placed women at disadvantage with respect to men, therefore the Alliance will work with the communities

Within the USAID-Colanta Alliance, hopes to encourage female participation in productive activities, where women being part of the Colanta Cooperative's producer or partner families are pursuing productive initiatives or are interested in developing initiatives within or outside the milk chain. In the case of cassava cultivation zones, women or members of cassava producers' families, who want to develop income-generating projects that may or might not be part of the cassava chain will be identified.

As presented in the Monitoring, Evaluation and Learning Plan, during the first semester of implementation, the Alliance will design the guidelines for the baseline, and the variables for Social Inclusion (women, youth, ethnicities) for the two components.

Although in a traditional way females' needs are often channeled in including women in social programs as beneficiaries, they often do not properly collect considerations about their potential and their environment. To seek a change in their reality, it is important for the Alliance to help identify their vocations properly.

The strategy's action lines include the following activities:

- *Definition of baseline variables:* from the disaggregation of the indicators presented in the AMELP, taken from the monitoring system, to analyze the evolution of the linkage of women, youth and ethnic minorities to the productive components.
- *Identification of women's needs:* in search of establishing the women's business vocation and strengths in living conditions that can be at service for their personal projects, it is expected to understand gaps in training or the required actions for the start-up of their ventures, therefore to allow their access to licit livelihoods.
- *Strengthening of community networks:* Achieving exchanges will transcend the economic aspects and become opportunities to strengthen the position of women as economic agents. Additionally it will promote the development of business roundtables in which they present their products and services to other Womens' groups to identify potential business opportunities or collaboration between initiatives.
- *Incentive to participate in established courses:* within the synergies of the Allies of the activity like the Catholic University Foundation of the North and the National Service of learning,

SENA, it is hoped that once the women's needs are identified, they could participate actively in the available course portfolio for further development of business capacities.

Gender -focused activities contribute to the fulfillment of the goal of social inclusion comprising a participation of 20% of women, 10% of Afro-descendants and 3% of indigenous people present in the territory, and the community networks of 300 women and 300 young people.

Youth activities: Young Dairy Farmers Program

The young population approach will be one that is inclusive and respects diversity, as a mean for the youth to identify themselves with the Alliance proposal and not be perceived as a new imposition from the adult world. Because the dairy production procedures are standardized, experts will explain -during trainings- the technical reasons why the activities have to be carried out in a specific way; however always respecting the emphasis that each young producer wants to provide to his/her own intervention.

Many young family members of milk producers that grew up in the midst of their parents' milk activity have decided to migrate to urban areas or not to study. To serve this vulnerable youth population and due to the lack of productive opportunities and activities that provide them with a life project, Colanta developed the "Young Dairy Farmer Program", which convenes young people between 14 and 23 years to receive guidance from Colanta's quality promoters in training and learn-by-doing milk production routines. These activities seek to show them the advantages and challenges that the dairy sector brings them, at the same time helping them find the "answers" to their questions and strengthen a joint vision leading them to understand the potential of their activity as agro-entrepreneurs.

The actions within the strategy include the following training activities for dairy entrepreneurship and productive sustainability:

- *Milk chain*: Understanding each of the links in the productive chain, so that they can envision how their daily activity is part of a chain that moves important resources; making Colombia the fourth largest producer of milk in Latin America. They are offered a vision of the chain from the producer, industry, milk trade, consumers and normative that governs them from environmental and production aspects, among others.
- *Biological factors*: These topics seek to guarantee deep knowledge of the anatomy and physiology of the cow, so that they can identify strengths and opportunities for improvement, and integral management of their family's agribusiness.
- *Integral Management of the farm*: It comprises of three main topics: i) the overall management of the farm's productive infrastructure; ii) environmental management: including water protection and waste management, iii) costs and administration. All topics which strengthen the organizational and financial management of the dairy business.

- *Technology transfer*: This includes training in the technological packages that the industry offers, such as cooling tanks, milking equipment, bulk silos (with its 8 different technological levels), information systems, among many others. In addition to the processes used in production to provide value added to the milk. All this is framed within the state regulation and Colanta's standards for the activity.

- *Cooperativism*: A form of union and democratic management of activities, it has proven to be a successful model that has placed Colanta among the top 50 companies in the country. Young people are therefore expected to understand not only the legal and operational aspects, but also to reflect on the values and modes of action of a cooperative and the advantages of this partnership model.

- *Seed Capital*: As the best way to encourage agribusiness development among young people, and after completion of 60 hours of study and practice, the Colanta cooperative will provide them with a Calf as graduation gift and seed capital to start their agribusiness. The milk produced by the new young producer may be delivered to Colanta through a separated codification number under the principal partner's code. That is, the milk production of the young farmer cow is counted within the contribution of the principal associate (usually the father) and the parents are encouraged to provide the corresponding economic contribution -derived from the milk delivered by the young farmer.

Focus in youth activities contribute to the fulfillment of the social inclusion goal comprising a participation of 20% of women, 10% of Afro-descendants and 3% of indigenous people present in the territory, and the creation of community network of 300 women and 300 young people.

C. CHALLENGES AND ASSUMPTIONS

All activities planned within this strategy require awareness-raising efforts within the communities on the rights and capacities of these groups. These efforts are crucial to the laying of the foundations, in regard to cultural changes that will surely be started within the communities of both dairy and cassava producers. From this point, the communications team takes makes a fundamental role, in which the inclusion strategy requires the design of its activities and products, promoting and socializing the key messages that sustain the efforts of social inclusion approaches by the Alliance.

In addition to the cultural challenges, it is important to consider that within the life cycle of **Bitter Cassava for a Sweet Milk Alliance** there will be political challenges that imply the participation of the local authorities as "engines" through the provision of goods and services entitled for the communities, and also the advocacy work within new local governments (mayors, deputies and assembly members) who will take office in January 2020. Both in order to maintain interests in the Alliance, and to achieve the objectives that improve key beneficial conditions in communities and women and young people beneficiaries.

To face the challenges that arise, it is necessary to maintain an attentive and critical look at the environmental signals. Therefore, it will be essential to be in permanent contact with the authorities, local actors, communities and target groups for social inclusion to understand how

social, political and cultural circumstances affect the development of activities and in the way that social inclusion strategy is executed.

D. MONITORING AND EVALUATION

The activity will integrate a gender perspective into the program's activities and focus on the inclusion of female voices for the planning and decision-making in activities that contribute to the improvement of livelihoods for both women of dairy families as well as emerging cassava growers.

As for young people and ethnic minorities, the work of field technicians will help to gather the needs and perspectives of this population so that the interventions will meet their needs and expectations, fostering respect for their rights. For each case, we will work on data collection, results analysis and feedback in an open learning environment.

The information to be collected through the performance indicators raised in the AMELP, considers disaggregation's of gender, young people and ethnic minorities for each indicator, as follows:

- Number of technical assistances: CMS-CC-01.2.2 (milk)
- Number of trainings: CMS-CC-02.2.2 (milk)
- Liters of milk produced per day: CSM-OB2-02
- Number of technical assistances: CMS-CC-01.1.2 (cassava)
- Number of trainings: CMS-CC-02.1.2 (cassava)

Throughout the lifecycle of the Alliance, the team will develop evaluation activities such as:

1. Integration of gender and youth analysis into the activities.
2. Establishment of baselines and participation measurements of youth and women.
3. Ensure the relevance of women and young people's participation into the activities developed.
4. Produce lessons learned and evidence-based successes that contribute to USAID's objectives in gender and vulnerable population.

IX. COMMUNICATIONS STRATEGY

A. COMMUNICATIONS OBJECTIVES

The communications strategy has three objectives:

Objective I

To promote knowledge the management of the productive model resulting from the agreement between Colanta and USAID to both internal and external publics, through the management of information and the dissemination of good practices, lessons learned and innovation.

Objective 2

To maintain close coordination with USAID for the provision of information in the times and formats required, and in this way, to support the management of public communications of the mission, when necessary.

B. FOCUS

The communications strategy is aimed at a diverse public, and although the objectives are defined, the ways to reach the beneficiaries will be varied. Therefore, before defining an approach it is necessary to contemplate the differences in the beneficiary's nature and their relationships with the Alliance. In addition, there are discrepancies within their sociocultural elements, as beneficiaries located in diverse geographical areas will have divergent productive activities and possibilities. Some are traditional partners of Colanta with productive discipline within a productive chain. While others are emerging farmers who lack experience in cassava cultivation and in the necessary dry cassava productive processes.

With respect of the realities in which the activity should work, and in order to take advantage of them in the best way, this strategy will be used in the communications for the development concept as a strategic framework for social change, and within it, three complementary approaches will be used.

In the **territorial** approach the territory is contemplated as a socially constructed scenario, where all the social and symbolic dynamics occur. However, the territory is not limited, but is understood as natural, spatial, social, cultural, economic, political and historical. This approach is justified in the fact that the beneficiaries inhabit rural areas where some are relatively homogeneous, and others have territorial differences that enrich the approach and deserve to have their diversity considered.

The **differential** approach recognizes the conditions and positions of different social actors as subjects of their rights from a view within their wealth and differences in socioeconomic factors such as, gender, ethnicity, disability and cultural identity, and the variables implicit in the life cycle (childhood, youth, adulthood and old age). This approach will consider particularities in establishing both the tools and actions, as well as the most effective communication languages according to social diversity. The projection of social inclusion posed by the Alliance (Women, Youth, Indigenous and Afro-Colombians) makes this approach very pertinent.

The **participatory** approach allows communications to be used as a means for human groups to improve their living conditions and learn from their own experience, in view of shared values and goals. This approach will be the basis of pedagogical activities, primarily since it involves learning and re-learning by directly participating in the activities and an openness to learning opportunities.

C. TARGET AUDIENCE

Local production and private sector guilds: The possibility of expanding productive Alliances to ensure the sustainability of the activity and the socio-economic processes that branch

out of it, makes the guilds and the private sectors points of interest. Through them, agreements can be generated that strengthen economic and social factors of the cassava and milk producers.

Local state institutions: For Bitter Cassava for a Sweet Milk Alliance, local state institutions represent a key audience, as they have the potential to assist in meeting the specific goals and targets. Through work in the basic provision of services to communities, institutions can contribute to the continuity in productive and social activities raised through the mobilization of resource guarantees, granting of credits, provision of infrastructure, among others.

Media.: Media will have a primary role in raising the most important topics of discussion on the public agenda, both in the communities and in the principal cities of the departments where the Alliance will be carried out. Media will be important in this strategy to provide awareness of the benefits and progress of the program, while also as a means of training.

Civil society organizations: The targeted and organized social work developed by organizations in territories helps to socialize the sustainability focus for productive initiatives and, therefore, it is important to deliver key messages (via success stories, lessons learned and/or promotional materials) that promote a legal, productive culture and the values associated with it. This, in addition to creating and strengthening the social fabric, is key to community development.

Other USAID initiatives and from other sources of international cooperation: The extensive experience of alternative development work that USAID has performed in Colombia makes it desirable to establish synergies among current programs because they share the same philosophy of implementation and values, for the development of the communities. The same can be implied for other international cooperation actions that are complementary to the work of this cooperative agreement. Thus, communication must also clearly reach this specific public.

International community: The international community has played a fundamental role as a guarantor of both the peace process -which was expected to bring definitive stability to the regions- as well as the interventions to bring to the territory actions that make commitments of the State with the normalization of community life. Relevant organizations such as the United Nations, the Organization of American States supporting the peace process, multilateral cooperation institutions, the World Bank and the Inter-American Development Bank, are implementing various projects for which Bitter Cassava for a Sweet Milk could establish channels of communication.

Beneficiaries/participants of the Alliance: Within the objectives of *Bitter Cassava for a Sweet Milk* the inclusion of vulnerable populations in situations of armed conflict- which have been affected by violence in a more profound and particular way- are considered given the areas of operation of the Alliance. They are:

- i) women's organizations, projected to be included in 20%. These groups are formed by women with productive initiatives directly or indirectly linked to the Colanta family and by cassava-producing women directly or indirectly linked to the families of emerging growers.

- ii) Young people, who are key public for the strategy implementation of generational integration in the milk chain. Given the lack of a baseline for the cassava component, it will be defined the way of incorporation.
- iii) Indigenous people, who are mainly in the territory of Antioquia, but can also be involved as beneficiaries in Cesar and Sucre. They are projected to become 3% of the beneficiaries.
- iv) Afro-descendants who will be part of the milk and cassava component and are projected to represent 10% of the beneficiaries especially in the departments of Cesar, Córdoba and Sucre.
- v) Farmers directly and indirectly affected by violence. Including milk producers that are already part of Colanta's associates and will begin to receive information about the activities.

D. STRATEGIC PARTNERS

Strategic partners play a key role in fulfilling the communication objectives of this strategy. In addition to contributing to knowledge management with information inputs (used for the design of communication and pedagogy campaigns), and nourishing with their knowledge the ideas for products and pieces of communication. Allies can also provide visibility to the success histories of and lessons learned.

Community communication collectives. For their permanent contact with different social actors, communication collectives nurture a network of actors and know firsthand both the problems and possible Alliances that can improve the living conditions of the populations. The internal strategies of these groups and their communication activities can be used as a means to deliver key messages. This is very important, if one considers that among the internal allies, the Red Nudo de Paramillo will be responsible for the mapping of actors and communication activities development in the region of the Bajo Cauca Antioquia, priority I for USAID.

Regional, local and national media. The dissemination of news through local media is a mutually profitable relationship. By having quality information from the Alliance, the media can fulfill their reporting role, and, on the other hand, *Bitter Cassava for Sweet Milk* can reach ever-wider audiences with key messages they want to position. So, the agenda items are transformed into those of the local public agenda. For example, the Nudo Paramillo Network in its allied capacity will make available its newspaper to the initiative which will be a mean to transmit key messages to the beneficiaries of the Bajo Cauca.

AyC Savings and Credit Colanta. With more than 20,000 clients and extensive experience in rural credits, AyC has participated previously as an ally in USAID cooperation projects: Consolidation and Enhanced Livelihood Initiative, CELi and other Alliance programs. Being the entity in charge of providing credit and financial services, AyC is an important ally for communication initiatives because the information from its management (number of credits, amount of resources, management with beneficiaries, etc.) nourishes the activity and adequate reporting of the programmatic progress.

CLAYUCA Corporation. With 20 years of experience promoting public-private partnerships for cassava planting in several departments of the country, CLAYUCA will be responsible for the

transfer of technological knowledge on cassava cultivation, as well as the technical direction of the field staff. This makes it a fundamental ally within the knowledge management component, as the pedagogical materials produced for cassava producers will be supported by CLAYUCA's technical knowledge. In addition, in their relationship with the beneficiaries, CLAYUCA field technicians can provide input on the most effective way of presenting information to small producers.

Nude de Paramillo Network. It articulates and visualizes the effort of 81 social and productive organizations working for the regional development and the recovery of the social fabric. Their participation in the Alliance is to launch, coordinate and promote individual producer and farmer organizations, as well as the formalization of cassava forward purchase contracts with Colanta. The network plays a key role in the communication process because it is the organization that most directly communicates with the beneficiaries. This makes it a priority to work on the fine-tuning of the messages that cassava producers' organizations will receive, all in order to promote the goals of Bitter Cassava for a Sweet Milk.

Catholic University Foundation of the North. With previous experience in the management of programs financed by USAID, it will be in charge of offering diploma programs; locative support for events, trainings and meetings and access to accredited programs and complementary courses. This would result in the medium-and long-term sustainability of the program with producers trained on crucial issues to improve productivity. For the area of communications this ally is key to promoting the training spaces that it offers, the messages of the Alliance. It also allows to collect concerns from beneficiaries and, based on this, support the possible development of materials for any of the components of the strategy if necessary.

E. MESSAGES

The messages approach will be an instrumental to support the fulfillment of the objectives of Bitter Cassava for a Sweet Milk and respond to the components of the strategy that are enunciated later. With the suggested approaches, the participation of the beneficiaries will be important in the construction of messages, as languages, uses, territorial peculiarities, among others, will be reflected. All the above in order to ensure that they are effective.

Although others are not excluded, the following are the main topics around which messages will revolve:

Support for sustainable licit economies and promotion of environmental responsibility. The new regional, social and institutional arrangements that emerged in the context of the so-called post-conflict, require continuous work in the imaginary of the inhabitants including topics such as promotion of good practices (in production, marketing, business skills) a culture of legality and responsible environmental management.

Innovation as results enhancer for the Alliance. Although in countries such as Brazil, the use of cassava as an input for animal feed is widespread, Bitter Cassava for a Sweet Milk will be a pioneer in providing a better food and, through the improvement of the dairy cattle productivity, establishing cassava as more economical input than others used today by the dairy producer.

From communications, the program must promote the ability to undertake innovative and efficient stakes to meet the proposed goals.

Confidence. This social value, which without teamwork is impossible, should be promoted in the current program from two understandings: i) the certainty for the producers that cassava-based feed will bring savings and the raw material is available in accordance with its needs II) for cassava producers, many of whom are emerging peasants who have experienced violence, the need to regain confidence through the work that will be developed to turn them into agro-entrepreneurs.

Open participation. In this case, it is also important to make a distinction between milk and cassava producers. As a cooperative, Colanta has in its corporate DNA the participation of its associated producers as an entrenched practice. The functional structure of the cooperative and the values that supports, presents a challenge to materialize the same spirit of participation with cassava growers. Messages based on the importance of participation will serve as a livelihood for the participatory functioning of the Alliance.

F. COMPONENTS OF THE STRATEGY

As has been stated, the communication strategy covers varied publics and broad approaches within the framework of communication for development. For this reason, although it can serve for purposes beyond those that are going to be exposed, the following are the ones that will support the action of communication in the development of Bitter Cassava for a Sweet Milk.

Knowledge management and pedagogy: Understood as a two-way practice. On the one hand, as the analysis of practical experiences to document their evolution and, on the other, as a way of sharing with the participants vital information that improves their competitive advantages and that can serve as a benchmark. This component includes lessons learned, success stories, and implementation and business models to be shared with different audiences.

Public opinion training: This component seeks to embed information among beneficiaries and validate it through their knowledge and doing. In addition, it includes communicative activities to visualize the results and lessons of the Alliance against a variety of external publics, local, regional and national media that could be multipliers of the messages produced by Bitter Cassava for a Sweet Milk.

G. MILESTONES, IMPACTS AND KEY OUTCOMES

During the implementation of the Bitter Cassava program for a Sweet Milk there will be a series of milestones, impacts and results that provide important information for communicational and public image purposes. The communications area will be attentive to gather that information to produce inputs that will provide visibility to the activity, and entice others to join in said activities. The tools and channels used will be defined and based on the audiences to which they are directed.

These may include:

- Contract signature or memorandums of understanding with associations, communal action boards or individual producers.
- Land preparation for cassava cultivation
- Planting the first hectares of cassava
- Production of the first cassava harvest
- Opening of powder milk plant
- Installation of silos and dairy tanks
- Graduation of young dairy farmers
- Launching of social inclusion activities

In each quarterly report the communication team identifies and reports the milestones, impacts and key results and will be included in the format Annex B. This will be done in the form of a table with general information about the purpose of the activities, the public and the tools and channels used.

H. COMMUNICATION ACTIONS

COMPONENT I: Knowledge management and Pedagogy

Activities and products

Infographics: Design of infographics with the program's impact results; progress summaries in goal fulfillment; timeline reports vs. results; resources provided and leveraged

Brochures: The lack of literacy and low schooling is one of the aspects to be considered in the production of materials. For this reason, the booklets would serve for short and timely information in which illustrations or photos will be used on specific topics involving steps.

Booklets: Amore extensive and visual format than brochures, they can be an important tool for training cassava crops and milk producers on specific topics. In them a main character will be in charge of setting key messages to the receiving communities.

Photographic record: It is important to have the images of beneficiaries included in the quarterly reports, bulletins, banners, billboards, parades, books, posters, and other pieces of communication. Beyond having evidence of beneficiaries and their actions, it will serve to make them feel represented in the materials that the program's production. A photo bank will be kept up to date.

Audiovisual recording: Making video clips, with versions of 30 seconds and 3 minutes durations on the main activities and the success stories. These videos are a useful communication tool to show external audiences what is going within the internal activity.

COMPONENT 2: Public Opinion Training

Activities and products

Journalistic briefings and field visits: The combination of these two products is useful because, while the communicators are given clear and verifiable progress figures, they can offer the beneficiaries's success stories. The participation of local authorities in guided visits to the activities of the Alliance is a good opportunity to promote their benefits and to establish synergies that may result in the welfare of the beneficiaries.

Success stories: Narratives that show evidence of a positive change of life, both socially and financially for a beneficiary and his family and that are the result of the program management. These success stories serve not only at the country level but as an international evidence of how the Global Development Alliances proposed by USAID work.

Radio programs: Because the age of milk producers is, on average, above 50 years old and that generally these producers do not have high levels of literacy, the radio is a privileged mean to transmit information; not only because they are already loyal to it, but because they also have a network of 41 community stations.

Radial wedges: Wedges and specific messages with a duration not exceeding 30 seconds will serve as a means of successful results promotion and outreach for the Alliance.

Social networks: In contrast to the bulk of dairy farmers, the members of Colanta's young dairy farmers program use social networks in their daily lives, which can be used as a means of generating public opinion training. It is necessary to assess how the use of social networks among women could integrate women's collectives into the expected strengthening of the agribusiness. For young dairy farmers this is a useful mean of communication that will surely be used for pedagogical purposes and for the exchange of experiences. In addition, social networks can be used with great success to communicate important information to Colombians based in the United States or to investors in the United States interested in activities of the dairy or agribusiness sector in Colombia.

Special communication Pieces for program milestones: The first year of operation will have four milestones, namely: i) launch at the General Assembly of partners; ii) inauguration of the whey and powder milk plant; iii) first cassava production; and iv) completion of the installation of milk infrastructure equipment. According to the requirements and characteristics defined in each case, it may be necessary to produce certain materials that are in harmony with the messages and contribute to the formation of public opinion.

Promotional materials: Promotional materials will serve not only as a brand visibility, but as a means of sending the activity's messages. Among the basis criteria promotional material's production is the usefulness that it provides to a certain public. (Example: hats that not only protect from the sun, but promote a brand; belt-packs that, in addition to storing important items for a producer/grower, make the brand visible, among others).

I. SCHEDULE OF ACTIVITIES

Below are the main activities included in the communication strategies that are broken down for the first year. It is crucial to note that the complexity of the implementation of the Alliance has many aspects that affect the livelihood of the activity. Examples include; politicians and their connection to municipal agreements, technicians and the response to periods of flooding and drought, and the renovation of pastures and how it connects to the inauguration of the whey and powder milk plant... This directly affects the report of the planned activities of communication.

Compo COMP ONENT	Activity	Product	Time								
			Feb	Mar	April	May	Jun	Jul	Aug	Sep	
KNOWLEDGE MANAGEMENT AND PEDAGOGY	Advances in cassava cultivation (soil studies, land preparation, farming)	Audiovisual Tutorial on the establishment of Bitter Cassava cultivation			X						
		Periodic photographic record to view production			X		X		X		
	Promotion of key issues of the productive process	Radio programs			X	X	X	X	X	X	
	Development and production of educational materials for training (milk and cassava)	Primers/Brochures				X				X	
	Success Stories				X			X			
	Campaigns on inclusion issues										
PUBLIC OPINION TRAINING	Launch	Launch		X							
		Production of promotional materials (banners, stand, etc.)		X							
		Socialization in low tropics.			X						
	Project Milestones	Launching of the activity in assembly		X							
		First cassava cultivation facility			X	X					

		Milk Equipment Installation					X	X	X	X
		Opening of powder milk plant								X
		Allotment and propagation of improved cassava seed.								
	Relationship with Regional communication media	Production of briefings for media				X				X
		Guided tours to pre-selected areas								
	Relationship with local media	Guided tours of the activity in your area of interest						X		
	Promotion in local media of Alliance advantages	Promotion with wedges in community stations in/yuca milk areas				X	X	X	X	X
	Promotional materials			X						

J. MONITORING AND EVALUATION

The communications team will monitor and evaluate -in some cases- the communication activities to analyze their impact and the usefulness of the printed, audiovisual, radio and events tools for the fulfillment of objectives. Based on two indicators communication management and media management will measure the fulfillment of plans and the satisfaction of users.

As for the public opinion training component, the Alliance will be concentrated in the work of regional and local media communicators to analyze both the technical content of their journalistic productions. Based on that, the team will be available to meet the needs as the case may be.

As for the knowledge management component, there will be discussion sessions with both teams of milk and cassava technicians to validate content; as well as with small groups of dairy producers and cassava growers to validate the usefulness and relevance of the materials produced in the training activities/discussion sessions.

K. COMMUNICATIONS WITH USAID

The communications analyst, in compliance to the agreement clause "marketing and public communications under USAID assistance" will be in permanent contact with USAID, the activity coordinator and Colanta's support areas that impact its development, for the approval of the products and communication pieces referred to this strategy, and those other elements not covered in this document that must be considered for special cases.

L. BRANDING AND MARKING

In all materials developed within Bitter Cassava for a Sweet Milk , following the requirements stipulated in the USAID branding handbook (ADS 320) and will be applied to the required paperwork, provided the approval of the respective branding and marking. On a quarterly basis, two physical copies of the final communication materials produced under the award shall be delivered to the agreement officer. The following is the summary of where the USAID branding and marking materials should be located in the main deliverables:

DELIVERABLE	TYPE OF MARKING	PLACE OF MARKING
Reports	USAID printed identity and Colanta's printed identity	Cover
Printed publications for internal and external public (brochures, booklets, primers, briefings, etc.)	USAID printed identity and Colanta's printed identity	Cover
Radial materials (complete programs, program sections, etc.)	Audio reference to USAID and Colanta	At the beginning and end of the program and or section.
Videos	Audiovisual identity of USAID and Colanta	Beginning of the video
Equipment	Sticker with USAID's printed identity and Colanta's printed identity	Back, anterior or lateral according to the equipment

ANNEX A. FORWARD CONTRACT

COOPERATIVA COLANTA

NIT: 890904478-6

CONTRATO FORWARD DE PRODUCCIÓN Y VENTA DE YUCA INDUSTRIAL N° ___/2019

Entre los suscritos a saber **SERGIO L. GONZÁLEZ V.**, mayor de edad, identificado con la cédula de ciudadanía No. 71.632.095 de Medellín, obrando en su calidad de Representante Legal de **COOPERATIVA COLANTA** identificada con NIT N°890904478-6, sociedad legalmente constituida mediante Escritura Pública No. 1511 otorgada el día 19 de julio de 1964 en la Notaria Quinta en el circuito de Medellín, todo lo cual consta en el certificado de existencia y representación legal expedido por la Cámara de Comercio de Medellín, en adelante **COLANTA** y por la otra, _____, también mayor de edad e identificado con la cédula de ciudadanía N° _____ de _____, actuando en nombre y representación de _____ identificado con NIT _____, en adelante **EL PRODUCTOR**, se ha celebrado el presente **CONTRATO FORWARD** de producción y venta de yuca industrial, el cual se registrará por las siguientes cláusulas:

CLÁUSULA PRIMERA - OBJETO: EL PRODUCTOR se obliga a cultivar y cosechar _____ () hectáreas de yuca industrial debidamente georreferenciada y vender el producto del cultivo a COLANTA, de acuerdo con las siguientes especificaciones, cantidades y calidades: **PRODUCTO:** Yuca industrial. **VARIEDADES:** Belloti, M-Tai o Verónica, **CANTIDAD TOTAL** _____ () Toneladas, con un margen de cumplimiento de más o menos del 10%. **PARÁGRAFO. De común acuerdo las partes** decidirán si recibe el 10% más o el 10% menos de la cantidad contratada, teniendo en cuenta la programación de entrada de yuca del área agrícola.

CALIDAD: Para efectos de la compra de yuca, debe reunir un estándar mínimo de calidad consistente en un contenido máximo de impurezas del 2%. Sin perjuicio de lo anterior, la yuca industrial se inspeccionará dos meses antes del momento de la programación de la cosecha, y al momento de la recepción en el centro de acopio. En todo caso, **COLANTA** podrá establecer una tabla de estándares de calidad donde se determine a su vez, el precio de la yuca según su gramaje, tamaño, humedad, análisis físico-químico y morfológico, y cualquier otro criterio que considere necesario

En caso de presentarse yuca con un grado de calidad inferior al permitido, será potestativo de COLANTA recibirla, y será liquidada de acuerdo con la tabla de estándares de calidad para estos casos; así mismo, de presentarse impurezas por encima del máximo permitido, esta podrá ser rechazada quedando igualmente exonerada del cumplimiento del pago del precio del producto que no cumpla con tales condiciones mínimas, o de cualquier otro costo o erogación que EL PRODUCTOR haya asumido para la producción del producto fuera de especificaciones.

RECIBO DE YUCA: La yuca se recibirá en bultos, preferiblemente en polipropileno con peso

promedio de 50 kilogramos de yuca industrial.

PARÁGRAFO PRIMERO.- El productor declara que la yuca industrial en este contrato es de su exclusiva propiedad, que no ha sido enajenada, ni gravada por acto anterior a este, que no es objeto de demanda, no se encuentra embargada ni secuestrada, está libre de condiciones, limitaciones o privilegios, y que el inmueble donde se encuentran lo posee según lo definido en la cláusula primera de este contrato.

PARÁGRAFO SEGUNDO.- Entiéndase por impurezas, todo material diferente a la yuca limpia (barro, piedras, tocones, etc.).

CLÁUSULA SEGUNDA.- ENTREGA: EL PRODUCTOR deberá entregar el producto a COLANTA durante el periodo comprendido entre **ENERO A JUNIO DE 2020**, de conformidad con el Acta de inicio de Entrega y el Cronograma de gestión del cultivo acordado y coordinado con el asistente técnico de COLANTA, documentos que harán parte integral del presente contrato.

PARÁGRAFO.- EL PRODUCTOR deberá transportar el producto de acuerdo a lo especificado en la remisión de proveedores de yuca, hasta el punto de acopio acordado con COLANTA; ubicación _____ municipio Cauca, vereda, lugar donde se efectuara su entrega. EL PRODUCTOR será responsable por cualquier pérdida, daño, disminución o tipo de afectación que sufra el producto, hasta el momento de su entrega a COLANTA.

CLÁUSULA TERCERA.- FORMA DE LIQUIDACIÓN Y PAGO: El precio de producto será pagado de la siguiente manera: I.-COLANTA pagara al PRODUCTOR el **PRECIO DE REFERENCIA** de \$ 260 (Doscientos sesenta pesos) por kilo de yuca recibida. El pago se realizará hasta 10 días calendario siguientes a la presentación de la factura de venta o cuenta de cobro. Sin perjuicio de lo anterior, **COLANTA** podrá establecer en cualquier momento, una tabla de estándares de calidad para fijar el precio de la yuca según su gramaje, tamaño, humedad, análisis físico-químico y morfológico, y cualquier otro criterio que considere necesario. Esta tabla será un anexo a este contrato y hará parte integral de él.

En todo caso, elaborada la tabla, se divulgará a los productores en el mismo término de toma de muestras, a que se refiere la cláusula primera, calidad.

FORMA DE LIQUIDACIÓN se liquidará con base en los resultados del análisis de calidad realizado a las muestras tomadas desde el cultivo dos meses antes de la cosecha y al momento de la entrega de la yuca en el centro de acopio.

CLÁUSULA CUARTA.- DURACIÓN: El presente contrato tendrá una duración de (14) meses contados a partir de la fecha de la suscripción del mismo.

CLÁUSULA QUINTA.- OBLIGACIONES: I. DE COLANTA: COLANTA se obliga a:
I.Prestar asistencia técnica sobre el cultivo de la yuca industrial para garantizar el manejo,

productividad y calidad adecuada.

2. Ofrecer acceso a servicios financieros y acceso a cupo de crédito de suministros e insumos.
3. Cumplir con el pago en la forma establecida en la cláusula Tercera de este contrato.
4. Recibir el producto en las fechas acordadas y
5. Todas las demás obligaciones que se deriven de la naturaleza del presente contrato.

2. DEL PRODUCTOR Por medio del presente **CONTRATO**, el **PRODUCTOR** se obliga a:

1. Entregar el **PRODUCTO** a COLANTA en los términos y condiciones pactados en el presente contrato.
2. Participar activamente en los eventos de capacitación y visitas de asistencias técnicas promovidos por Colanta y sus aliados.
3. Informar oportunamente cualquier circunstancia que afecte o pueda afectar el desarrollo del presente contrato.
4. Autorizar a COLANTA para realizar los descuentos a los que haya lugar, tales como los costos de tractor, insumos agronómicos, valor de la financiación de los mismos, y cualquier otra obligación pecuniaria que hubiere lugar.
5. Todas las demás obligaciones que se deriven de la naturaleza del presente **CONTRATO**

CLÁUSULA SEXTA- CLÁUSULA PENAL: En caso de incumplimiento presentado por alguna de las partes a las estipulaciones contenidas en el presente contrato, la parte incumplida pagará a la otra a título de CLÁUSULA penal el 20 % del valor equivalente de la yuca dejada de entregar o recibir, para lo cual este documento presta merito ejecutivo con la sola afirmación del incumplimiento.

PARÁGRAFO PRIMERO: Las partes de común acuerdo establecen que los reclamos que proceden a la imposición de la cláusula penal, deberán realizarse mediante comunicación escrita debidamente dirigida a las partes firmantes. **PARÁGRAFO SEGUNDO:** El valor de la Cláusula Penal que se haga efectivo se considerará como pago parcial pero no definitivo de los perjuicios ocasionados. **PARÁGRAFO TERCERO:** La aplicación de la Cláusula Penal podrá hacerse efectiva sin perjuicio del cumplimiento de la obligación principal de las partes.

CLÁUSULA SEPTIMA – JUSTIFICACIÓN POR FUERZA MAYOR Y CASO FORTUITO. Las partes quedaran exentas de toda responsabilidad por cualquier demora en la ejecución de sus obligaciones estipuladas en el presente contrato cuando, se compruebe que la demora es el resultado de fuerza mayor o caso fortuito, conforme a lo establecido en el artículo I de la Ley 95 de 1890.

CLÁUSULA OCTAVA. – NATURALEZA DEL CONTRATO: las partes dejan expresa constancia que este contrato por su propia naturaleza, no constituye contrato de trabajo en ninguna de las relaciones de EL PRODUCTOR, con COLANTA, ni de esta con las personas que emplee EL PRODUCTOR en las labores de cultivo y producción de yuca, ya que no existe dependencia ni subordinación para la ejecución del propio contrato.

CLÁUSULA NOVENA – SESIÓN: EL PRODUCTOR no podrá hacerse sustituir por terceros, ni ceder total o parcialmente el presente contrato a persona alguna, natural o jurídica,

sin la previa, expresa y escrita autorización de COLANTA.

CLÁUSULA DÉCIMA – CAUSALES DE TERMINACIÓN: El presente contrato podrá darse por terminado en los siguientes eventos: a) Por mutuo acuerdo. b) Por decisión unilateral de COLANTA motivada por el incumplimiento de EL PRODUCTOR, a las obligaciones derivadas del presente documento sin necesidad de requerimiento alguno, ni declaración judicial, a lo cual renuncia expresamente EL PRODUCTOR, c) Vencimiento del plazo pactado.

CLÁUSULA DÉCIMA PRIMERA. – MODIFICACIONES: Todas las modificaciones a que haya lugar deberán realizarse por mutuo acuerdo de las partes, y deberán constar en documento escrito debidamente suscrito por ellas.

CLÁUSULA DÉCIMA SEGUNDA. – IMPUESTOS: Los impuestos, las tasas, contribuciones y demás gastos que eventualmente se generan o se causen con relación al presente contrato serán asumidos por EL PRODUCTOR.

CLÁUSULA DÉCIMA TERCERA. – MÉRITO EJECUTIVO: El presente documento presta mérito ejecutivo para exigir el cumplimiento de las obligaciones de él consagradas.

CLÁUSULA DÉCIMA CUARTA. – DOMICILIO CONTRACTUAL: las partes fijan como tal la ciudad de Medellín. **PARÁGRAFO:** Las comunicaciones que COLANTA y EL PRODUCTOR deban dirigirse en desarrollo del presente contrato se enviarán a las siguientes direcciones: COLANTA: Calle 74 N° 64ª -51 Barrio Caribe - Medellín. **EL PRODUCTOR:** _____ . Celular _____ .

CLÁUSULA DECIMA QUINTA. – SUPERVISOR: La supervisión de este contrato estará a cargo del Técnico de Campo que COLANTA asigne, quien con su área, podrá supervisar mediante visitas, en lugar donde el PRODUCTOR esté realizando la siembra de la yuca industrial que se compromete a entregar COLANTA. De estas visitas se generará un informe que debe contener; un acta de seguimiento al cumplimiento del contrato suscrita por las partes, el estado del cultivo, y la posibilidad del cumplimiento o no a cargo del PRODUCTOR. Dependiendo del informe que arroje cada visita COLANTA estará en disponibilidad de dar aplicación a lo acordado en las cláusulas SEXTA, SEPTIMA Y DECIMO PRIMERA.

CLÁUSULA DÉCIMA SEXTA.- LEGISLACIÓN APLICABLE: las partes manifiestan que el presente documento se encuentra sometido a las leyes colombianas y que por lo tanto, se rige por la jurisdicción de este país.

CLÁUSULA DÉCIMA SEPTIMA.- DOCUMENTOS QUE HACEN PARTE INTEGRAL DEL CONTRATO. Hacen parte integral del contrato los siguientes anexos: 1. Ficha técnica de Yuca Industrial, 2. Actas de inicio y seguimiento, 4. Cronograma de entregas acordado y coordinado con el asistente técnico designado para el cultivo por parte de COLANTA.

CLÁUSULA DÉCIMA OCTAVA. COMPROMISO CON LOS DERECHOS DE LAS PERSONAS: COLANTA adopta y apoya los principios del Pacto Mundial de la Naciones Unidas

en materia de derechos humanos, estándares laborales, medio ambiente y anti-corrupción; y en desarrollo de ello se compromete a cumplir con las practicas que a continuación se describen y promulga el cumplimiento de estas mismas a sus colaboradores y contratistas: 1. Evitar prácticas discriminatorias que menoscaben la dignidad de las personas. 2. Erradicar el uso del trabajo infantil. 3. Facilitar la libertad de asociación y negociación colectiva. 4. Proteger la salud de las personas. **PARÁGRAFO.** Así mismo, los documentos que se relación a reglón seguido, son considerados para todos los efectos parte integral del presente contrato. 1. Manual de Requerimientos Generales en Seguridad, Salud en el Trabajo y Medio Ambiente para Contratistas, Visitantes y Proveedores, el cual se encuentra publicado en la página web de COLANTA. 2. Manual de Acceso de Visitantes y/o Conductores a las instalaciones de COLANTA, el cual se encuentra publicado en la página web de COLANTA.3. Código de Ética Buen Gobierno el cual se encuentra publicado en la página web de COLANTA.

CLÁUSULA DÉCIMA NOVENA. COMPROMISO AMBIENTAL: El PRODUCTOR se compromete a: a) conservar los bosques naturales existentes, b) no tumar árboles para establecer el cultivo de yuca amarga, c) proteger las fuentes de agua y los bosques ribereños existentes, d) no realizar quemas, e) utilizar únicamente los insumos agrícolas especificados por los técnicos de Colanta/Clayuca, con los equipos de protección correspondientes, f) seguir las indicaciones de los técnicos de Colanta/Clayuca y g) no realizar siembra de cultivos considerados de uso ilícito por parte de la legislación colombiana, ni estar involucrado en actividades asociadas a los cultivos de uso ilícito.

CLÁUSULA VIGÉSIMA. DISCREPANCIAS: Todas las discrepancias que surjan del presente contrato se resolverán mediante arreglo directo o conciliación entre las partes; en caso de no llegar a ningún acuerdo, las partes podrán acudir a la vía ordinaria.

Las partes manifiestan que han leído y aceptado las cláusulas del presente contrato, y en constancia de lo anterior se suscribe el presente documento en dos (2) ejemplares del mismo tenor y valor en la ciudad de Medellín, a los _____ () día del mes de _____ del año dos mil _____(20____).

EL PRODUCTOR

C.C. No

COLANTA

Representante Cooperativa COLANTA
C.C No.71.632.095
Nit: 890.904.478-6



FICHA TÉCNICA CALIDAD		
YUCA INDUSTRIAL		
USOS		
CHIPS DE YUCA		
PRESENTACIÓN		
BULTOS DE 50 KILOS O A GRANEL		
CARACTERÍSTICAS FÍSICAS		
REQUISITOS	ESPECIFICACIÓN	METODO DE ANÁLISIS
Aspecto	Fresca	Inspección visual
Color raíces	Blanco o crema	Inspección visual
Color corteza	Blanco o crema	Inspección visual
Color pulpa	Crema	Inspección visual
Olor	Característico	Evaluación sensorial
Impurezas	Max 2%	% en peso
Material extraño	Ausente	Inspección visual
COSECHA		
Se debe hacer en el menor tiempo posible: cosecha-entrega máximo 48 horas, libre de pedúnculos		
OBSERVACIONES		
Los vehículos utilizados para el transporte de la yuca desde la finca al acopio deben estar limpios y transportar únicamente yuca .		