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COLOMBIA



THE CACAO EFECT

ANNUAL IMPLEMENTATION PLAN 2021

YEAR 3 (October 2020 – September 2021)

AGREEMENT: 72051419CA00005(01)

Annual Implementation Plan 2021

October 2020 – September 2021

English Version

Agreement No: 72051419CA00005(01)

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Implemented by: Luker Foundation

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ACRONYMS

TCE	El Efecto Cacao, “The Cacao Effect”
AIP	Annual Implementation Plan
AMELP	Activity Monitoring, Evaluation, and Learning Plan
AOR	Agreement Official Representative
CUEE	Committee of Government, Business and University
EGRA	Early Grade Reading Assessment
EMA	Environmental Management Approach
FSC	Saldarriaga Concha Foundation
FY	Fiscal Year, from October 1st to September 30th
GDA	Global Development Alliance
GOC	Government of Colombia
HAS	Hectares
ICCO	International Cocoa Organization
IDH	The Sustainable trade initiative
IR	Intermediate Results
MESEG	Social Entrepreneurship Methodology with a Gender Focus
POP	Point of Purchase (communication)
PTP	Productive Transformation Program of the Ministry of Agriculture
PMA	Producers to Market Alliance – USAID y Fintrac
USAID	United States Agency for International Development

Graph I. Goal Summary FY 2021 & 2024

TCE GOALS

Overall Results

Cacao Revenue

2021 COP \$2.915.684.102

2024 COP \$ 13.455.879.321

Leverage Fund

2021 USD 3,843,285

2024 USD 29,432,410

1 INCREASED CACAO CROP PRODUCTIVITY

PLANTED HA	322	RE-HABILITATED HA	411	TRAINED PRODUCERS WITH TECHNICAL ASSISTANCE	540	Monitored Anchor Crop Production	844 KG/HA	100% of the Producers Environmentally Monitored
	550		1040		650		1305 KG/HA	100% of the Producers Environmentally Monitored

GOALS
2021

2024

2 STRENGTHEN CACAO PRODUCER ASOCIATIONS

IMPROVED ASSOCIATIONS	9	SUPPORTED INITIATIVES	38	PEOPLE WHO COMPLETED ENTREPRENEURSHIP WITH GENDER FOCUS TRAINING	200
	17		30		600

GOALS
2021

2024

3 IMPROVED COMPETENCIES OF THE POPULATION CLOSE TO THE ANCHOR CROP IN NECOCLÍ

CHILDREN WITH ACADEMIC TRAINING	278	STUDENTS WITH IMPROVED READING SKILLS	80%	CHILDREAN & YOUNGSTERS TRAINED IN SOCIO-EMOTIONAL SKILLS	600	YOUNGSTERS GRATUADED FROM WORK TRAINING PROGRAMS	69	CUMPLIDA ADULTS WITH ACADEMIC TRAINING	25	TRAINED TEACHERS	706	PEOPLE TRAINED IN SOCIO-EMOTIONAL SKILLS	706
	278		80%		600		350		120		27		956

GOALS
2021

2024

4 GENDER EQUITY

WOMEN TRAINED IN ENTREPRENEURSHIP	100	WOMEN IN ENTREPRENEURSHIP TRAINING	50%
	300		

GOALS
2021

2024

I. INTRODUCTION

(OVERALL DESCRIPTION OF THE AGREEMENT AND TO DATE PROGRESS)

The Cacao Effect (TCE) is a Cooperation Agreement supported by the United States Agency for International Development (USAID) and an alliance between the following organizations: Luker Chocolate, Luker Foundation, Enel-Emgesa, Saldarriaga Concha Foundation (FSC) and EAFIT University.

TCE's aims to strengthen the cacao productive value chain, contributing to better living conditions of producers and their communities as a foundation for the construction of a long-lasting peace. Initially, the signed agreement included municipalities of three sub-regions: Urabá, Bajo Cauca and Huila. However, at the end of the first year of implementation, all allies agreed upon including the municipality of Tumaco.

The total investment of the five-year long agreement will be of USD \$36,353,591, including a USD \$6.921.181 grant from USAID.

This Annual Implementation Plan covers the period from October 1st, 2020, to September 30th, 2021. It is hereinafter titled as the third year of implementation.

To date, the implementation of the activities has been achieved by highlighting the participation of the institutions that have closely monitored the progress and activities through three established committees: Strategic, Communications, and Operational.

2. STRUCTURE OF THE PLAN

2.1 METHODOLOGY

TCE is an alliance of inclusive rural development for peacebuilding. It accomplished to engage all the stakeholders with the purpose of “contributing to the improvement of the quality of life of cacao-producing families by strengthening their skills and increase their productivity through the technical support and commercial experience of Luker Chocolate”.

This Annual Implementation Plan was prepared during an online annual planning session called "Connected to the same Goal." TCE relied on tools such as Teams and Mural App to carry out the activity. 62 people participated on behalf of all the partners of the TCE Activity, which was essential to share and align key messages, work methodologies, understanding of personalities, timelines, and the targets of all 2021 tasks.

This AIP was written under the assumption that the goals of the second year will be accomplished, except for two specific cases that will be explained in the next section. Further, two additional municipalities in Huila with the partner IDH have been included. Once the agreement has been signed, the goals will be definite.

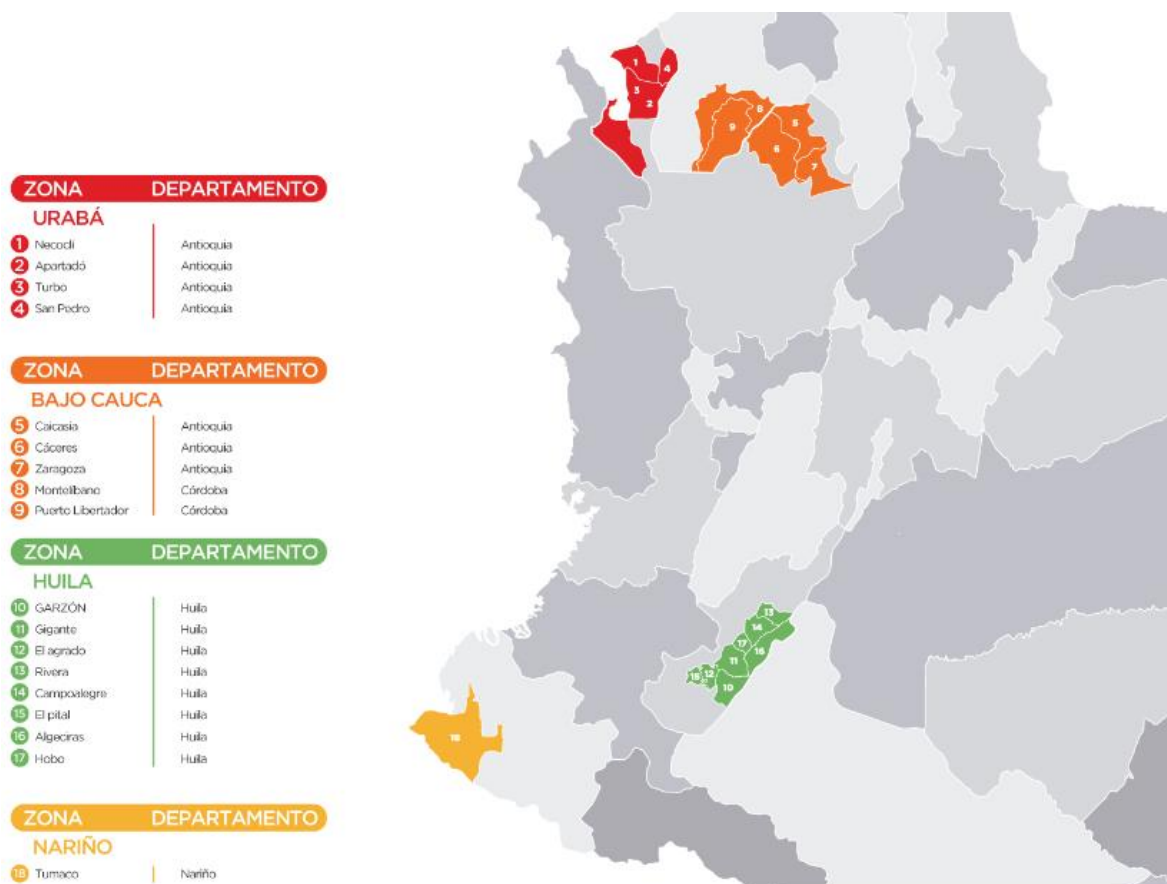
The specific activities of the implementation plan for the fiscal year 2021 can be found in **ANNEX I**, a timeline, that goes beyond the technical, associative, and social components, including managerial cross over activities, communication, inclusion, USAID requirements, monitoring, evaluation, and learning.



Graph 2. Online planning session - Mural App

2.2 GEOPHRPHIC COVERAGE AREA

TCE activities focus on 16 municipalities that are part of the USAID target areas. Ten of these have been prioritized by the GOC through the Ministry of Post-Conflict, Human Rights and Security, in its PDET (Apartadó, Necoclí, San Pedro de Urabá, Turbo, Montelíbano, Puerto Libertador, Cáceres, Cauca, Zaragoza, Algeciras, and Tumaco). During the fiscal year 2021, the inclusion of the municipalities of Hobo and Algeciras is expected, reaching a total of 18 municipalities, of which 11 will be PDET.



Graph 3. Geographic Coverage Area.

3 RESULTS AND SPECIFIC ACTIVITIES

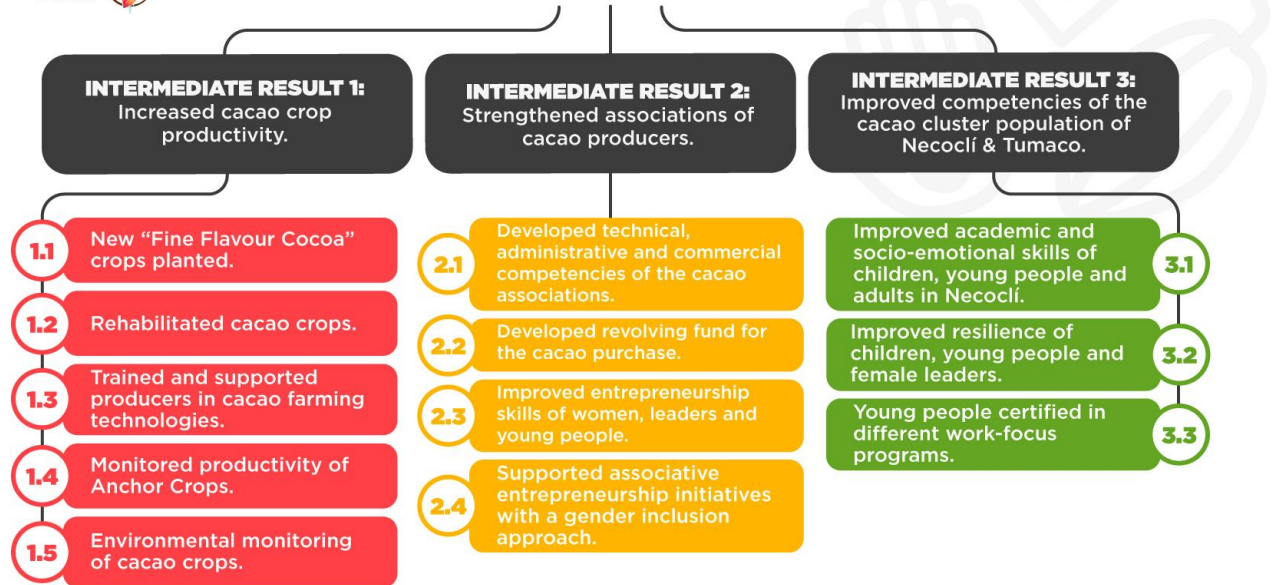
This third Annual Implementation Plan (AIP) is designed to:

- Continue with the technical activities of sowing and rehabilitation.
- Continue to strengthen the cacao producer associations and training partners in entrepreneurship with a gender focus.
- Continue the training programs of academic and socio-emotional skills for children, young people, and adults in the cacao clusters of Necoclí and Tumaco.

All of the above entails for TCE that the partners' technical expertise is deployed, to guarantee the accomplishment of the established goals for the third fiscal year.

OVERALL RESULT

Improved living conditions of cacao producers and their communities through a strengthened cacao value chain.



ALIA DOS



Graph 4. Results framework.

3.1 FIRST INTERMEDIATE RESULT: Increased cacao crop productivity

3.1.1 Closed 2020 Fiscal Year

By the end of the 2020 fiscal year, TCE expects the following accumulated results, which will set the starting point for this AIP:

- Producer partners reached sales of COP 1,751,941,549.
- Leverage funds of USD 22,290,340.
- Sowed 228 hectares of cacao.
- Rehabilitated 654.5 hectares of cacao.
- Trained 332 people with the 16 hour "I am Cacaocultor" methodology.
- Monitored 100% of the anchor crop production.
- Presented 100% of the EMAs to each producer.

NOTE: TCE foresees reaching 81% of the cacao crop sowing goal during the fiscal year 2020. Restrictions during the Covid-19 included blocked interdepartmental transport, which made it impossible to deliver the plant material to Huila. As a result, the closure of the project is set at 228 sowed hectares (95 in Urabá and 133 in Huila) out of 282 planned ha (80 in Urabá and 202 in Huila). However, TCE will execute the remaining ha during the 2021 fiscal year.

3.1.2 Suggested Activities

During the 2021 fiscal year, TCE will intervene in 1,483 hectares of cacao as follows: 322 newly sowed (80 ha of IDH), 411 for rehabilitation (170 ha of IDH), and apply good agricultural practices in 1000ha. Further, while cacao technology training continues, technical assistance in every farm of the four intervention areas will follow-up on the acquired knowledge and monitor the environmental management plan. Proper follow-up and monitoring of agricultural practices will increase the productivity of TCE beneficiaries and, as a result, provide a higher income.

A. NEW “FINE FLAVOUR COCOA” CROPS PLANTED

TCE will continue the contract with Luker Agrícola that provides the required banana or pigeon pea hectares and serve as temporary shading trees. The 322 hectares of new cacao crops sowed in 2021 will be as follows:

- 25 hectares in Urabá
- 297 hectares in Huila (80 of IDH)

As mentioned previously, mobility disorders caused by the Coronavirus required to handle some of the sowings through patterns instead of grafted seedlings. By the year 2021, TCE will carry out the grafting farm by farm of 42 hectares of cacao in Urabá and 130 hectares in Huila.

Tracking the progress of preparing the soil, sowing, and maintenance of temporary shading trees in Urabá and Huila will continue. These are required steps before sowing cacao that are essential to ensure the adequate growth and development of the seedlings.

In 2021, TCE will obtain the soil analysis to outline nutrition plans (fertilization) by area and producer. With the support of technical assistance, an effective application (form, quantity, adequate time) can be accomplished, and the activity becomes a medium of achieving the expected optimal productivity.

Finally, hydric conditions of the new cacao crops in Urabá and Huila will be reviewed to analyze a viable solution that TCE can present to the producer partners to prepare for the arrival of the summer season.

B. REHABILITATED CACAO CROPS

The rehabilitation plan that began during the fiscal year 2019 will continue, involving a total of 241 hectares in Tumaco and 170 hectares of cacao in Hobo and Algeciras.

The graft grasping carried out within the rehabilitation process will be validated, to later carry out the re-grafting, as a measure to increase the number of productive trees in the crops.

The producer partners will be trained to organize tree architecture and reach greater productivity.

All producer partners that started the rehabilitation will receive a tailor-made nutrition plan (fertilization) for their crops. TCE will deliver the proportioned fertilizer and ensure through following-ups that the partners provide and apply the agreed share of fertilizers to their crops.

Monitoring the compliance of the rehabilitation contracts and protocols will ensure that the implementation of activities is generating the expected positive impact throughout the year.

C. TRAINED AND SUPPORTED PRODUCERS IN CACAO FARMING TECHNOLOGIES

Considering that it was not possible to reach the goal and train 250 people with the “I am a cacaoactor” methodology by 2020, TCE adapted to the new COVID-19 circumstances and will implement mixed training methodologies by 2021. This includes training producers individually, group training following distance and biosecurity protocols, and online training.

TCE will train 540 partners of all the areas. Beginning by leveling the topics studied during the fiscal year 2020 that were affected by COVID-19, and then focusing the training strategies on the following topics:

- Good agriculture practices.
- Harvest and benefit.
- Environmental management plan.

TCE will deploy all its capacity and technical knowledge to provide the best technical assistance to all producer partners during a monthly visit. Benefits include a strengthened knowledge application on cacao crops, provide technical guidance or recommendations based on the crops progress, and establish commitments for subsequent visits.

The technical assistance process will be reviewed to evaluate the results and the ownership level of the producers at the end of the period.

The delivery of the biosecurity kits and tools to the producer partners who started the sowing and/or rehabilitation processes, will be completed during the year.

D. MONITORED PRODUCTIVITY OF ANCHOR CROPS

With the support of Luker Agrícola, TCE will monitor the productivity of the El Rosario anchor crop, located in Necoclí, in the area of Urabá. Productivity is expected to reach 844 kilograms per productive hectare by the 2021 fiscal year.

Further, the anchor crops will build the temporary shading tree and cacao nurseries, which will provide the plant material for the producer partners' crops. Finally, field technicians will be able to use this crop experience to promote training activities, see the implementation of technical assistance technologies, such as field schools, agricultural laboratories, among others.

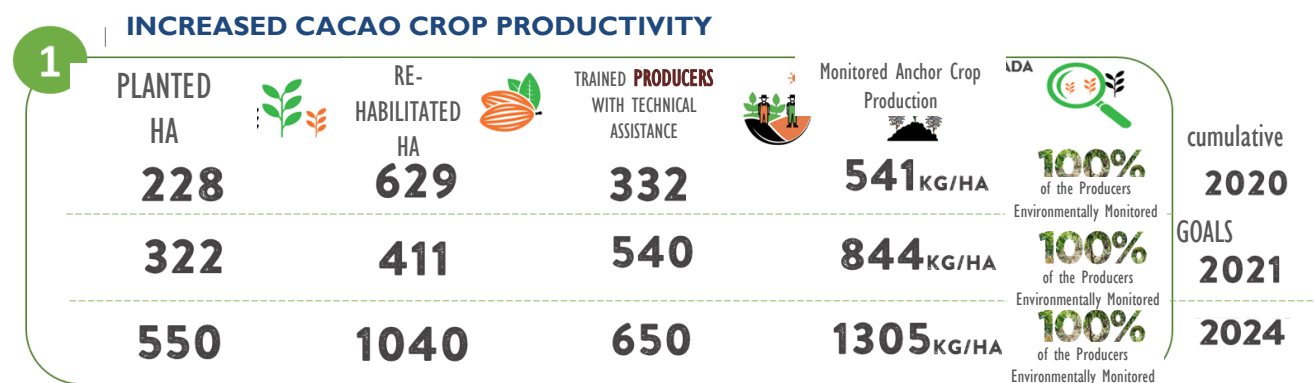
E. ENVIRONMENTAL MONITORING OF CCACAO CROPS (EMA)

TCE complies with the requirements of USAID 216th regulation that reduces the possible negative environmental impacts that may arise during the different implementation phases. The cacao sowing and rehabilitation sub-activity established an environmental impact review.

During the year 2021, TCE will adapt the necessary tools to present and follow-up on the new mitigation measures of every intervened farms.

TCE will train field technicians and with the support of the educational material "I am a Cacaocultor", will guide producers towards complying with the good environmental practices established in the pesticide evaluation report & action plan for a safer use (PERSUAP).

3.1.3 Expected Results



Graph 5. Productivity Goals.

3.1.4 Final State

The expected results of the year 2021 include the obtained results of the years 2019 and 2020, setting the final state for FY 2021 as follows:

- 550 sowed hectares of cacao.
- 1040 rehabilitated hectares of cacao.
- 540 trained producers.

- A productivity level of 844 kg/ha in the anchor crop El Rosario.
- 100% of the producers environmentally monitored.

3.2 INTERMEDIATE RESULT TWO: Strengthened associations of cacao producers

3.2.1 Closed 2020 Fiscal Year

At the end of the year 2020, TCE expects the following results, which will be the starting point for this AIP:

- 8 improved associations.
- 103 supported entrepreneurship initiatives.
- 438 trained people in entrepreneurship with a gender approach.
- 50% female participation during the entrepreneurship training.

3.2.2 Proposed Activities

In 2021, TCE will continue the technical, administrative, and commercial strengthening of the cacao producer associations. So far, the following benefits have been gained from the intervention, accessing markets with fewer intermediaries, fair price, administrative, technical, and commercial improvement of the associations that improved their affiliates' services.

During the year, four associations will begin the strengthening path. One will be from Bajo Cauca Antioqueño and three from Tumaco. Finally, TCE will continue to monitor the operation of the revolving fund operated by Luker Chocolate with the associations.

A. DEVELOPED TECHNICAL, ADMINISTRATIVE AND COMMERCIAL COMPETENCES OF THE CACAO ASSOCIATIONS

The intervention carried out with the support of the partner EAFIT, has allowed TCE to identify the initial status of the intervened associations and establish a strengthening program for each association based on their specific area of opportunity. For the fiscal year 2021, TCE will continue to implement the strengthening plans that improve the ICO_r index of 9 associations. The activities contemplate providing access of the associations to the EAFIT university's support ecosystem, design and implementation of management tools, implementation of research projects, meetings, workshops, training, and expert advice, among others.

The 18 associations that continue the strengthening path are:

DEPARTMENT OF HUILA		MUNICIPALITY
1	Asociación de Productores Agropecuarios del Municipio del Agrado – ASOPROAGRADO	El Agrado
2	Asociación de Pequeños Productores de Cacao de Campoalegre – ASOPECA	Campoalegre
3	Asociación de Productores y Comercializadores de Cacao del Municipio de Gigante – ASOCAGIGANTE	Gigante
4	Asociación de productores de Cacao de Potrerillos – ASOPOTRERILLOS	Gigante
5	Asociación de Productores de cacao del Municipio de Rivera- ASOPROCAR	Rivera
6	Asociación Ambiental Integral Cacaotera de Rivera – AMBICAR	Rivera
7	Asociación de Productores da Cacao del Pital - ASOCACAO EL PITAL	Pital
8	Asociación de Cacao La CACAOTERA	Garzón
BAJO CAUCA – DEPARTMENT OF ANTIOQUIA AND CORDOBA		MUNICIPALITY
9	Asociación Fondo Agropecuario de Puerto Libertador – AFAPUL	Puerto Libertador – Cordoba
10	Asociación de Productores Piscícolas y Agropecuarios De Tierradentro – ASPROPISAT	Montelíbano – Cordoba
11	Asociación de Productores Agropecuarios y Cacaocultores del Municipio de Cáceres - APROACA	Cáceres - Antioquía
URABA – DEPARTMENT OF ANTIOQUIA		MUNICIPALITY
12	Asociación de productores de cacao del Municipio de Necoclí - ASOPRONE	Necoclí
13	Asociación de Cacaoteros del Municipio de San Pedro de Urabá - ABICASPU	San Pedro
14	Asociación Agropecuaria de Emprendedores del Campo - AGRECAM	Turbo
15	Cooperativa de Trabajo Asociado Productores Agropecuarios Solución, Integrada y Vida - PROASIV	Turbo
TUMACO – DEPARTMENT OF NARIÑO		MUNICIPALITY
16	Asociación de Mujeres Afro con Emprendimiento Empresarial Las Varas - AFROMUVARAS	Tumaco
17	Asociación Agropecuaria Pazcifico - ASOPAFCIFICO	Tumaco
18	Asociación Agropecuaria del Rio Mira - AGROFRONTERA	Tumaco

Table 1. TCE Member Associations.

B. DEVELOPED REVOLVING FUND TO PURCHASE CACAO

Luker Chocolate will continue to operate the revolving fund to purchase cacao, whose objective is to strengthen the working capital of the associations with cacao bean trading. During the year 2021, the partner Luker Chocolate will provide resources for at least USD 85,000. The amount delivered to each association will be monitored to ensure the proper functioning of the fund.

C. IMPROVED ENTREPRENEURSHIP SKILLS OF WOMEN, LEADERS AND YOUNG PEOPLE

In 2021, TCE will train 200 people belonging to the cacao producer associations in entrepreneurship with a gender approach. TCE will have the support of the partner Eafit in Urabá, Bajo Cauca and Huila (100 people), and the partner Fundación Luker with the Manizales Más program that will train 100 people in Tumaco. Female participation in training programs will reach 50%, that is, 100 women.

Integration workshops with the Chocolate Dream will be held to maximize joint efforts, including a co-creation workshop with children and support programs for children and young people.

During 2021, the partner EAFIT will support the participation of entrepreneurs in funding opportunities to trigger their initiatives. Manizales Más will begin the intervention in Tumaco, selecting the villages of intervention, training the people of the territory, launching an open call to the community and starting the community entrepreneurship workshops, establishing the entrepreneurship condition baseline and begin the process of strengthening and advising entrepreneurs for the development of new products.

D. SUPPORTED ASSOCIATIVE ENTREPRENEURSHIP INITIATIVES WITH A GENDER INCLUSION APPROACH

TCE began to support 103 entrepreneurship initiatives, whereby the number is expected to decrease every year due to the fact that many initiatives will not be viable, and entrepreneurs tend to give up during the process. These trends have been included in the established 2024 goal of 30 initiatives generating sales. By 2021, TCE will support 38 initiatives. 20 will be supported by Eafit in Urabá, Bajo Cauca, and Huila, in addition to 18 that will be supported by Manizales Mas in Tumaco.

As an adaptation measure against COVID-19 in 2020, TCE, through its partner EAFIT, designed, produced, and delivered the Social Entrepreneurship Kit, a self-training tool that contains tools that enhance the entrepreneurial spirit and generate the roadmap to support entrepreneurship. In 2021 TCE will develop four additional modules in addition to the one that has already been delivered.

With the support of Eafit, podcasts will be designed and broadcast to multiply success stories of the supported entrepreneurship initiatives. Commercial alliances will be promoted in EAFIT's ecosystem, to enhance the impact of entrepreneurship. Participating in open calls and funding will be supported, and credit programs for women will be launched in the areas of Urabá, Bajo Cauca, and Huila. Further, the participation of these entrepreneurs in local and regional fairs will be encouraged. An entrepreneurship fair will be designed and an entrepreneurship contest will be launched again for the areas described above.

Manizales Más will start the development of community entrepreneurship in Tumaco.

NOTE: A decrease in the number of supported entrepreneurship initiatives does not necessarily mean that these initiatives lose support. On the contrary, they will continue to be part of a group called mangos biches (green mangos), where the training activities continue; however, more support will be required to produce sales.

3.2.3 Expected Results



Graph 6. Associativity goals.

3.2.4 Final State

The expected results of the year 2021 include the 2019 and 2020 results. Therefore, the Final State of this component is:

- 17 cacao producer associations improved.
- 103 supported entrepreneurship initiatives.
- 638 people trained in entrepreneurship with a gender approach.
- 50% female participation in entrepreneurship training. (300 women).

3.3 INTERMEDIATE RESULT THREE: Improved competencies of the cacao cluster population of Necoclí and Tumaco

3.3.1 Closed Fiscal Year 2020

When the year 2020 ends, TCE expects the following results that will be used as starting point of this AIP:

- 80% of the students improved their Reading skills.
- 309 children attending academic programs.
- 628 children and young people attending socio-emotional skills programs
- 61 youngsters graduated from work training programs.
- 122 adults taking formal training programs.

- 27 teachers trained in methodologies for the development of academic and socio-emotional competencies.

3.3.2 Suggested Activities

In 2021, TCE will continue the implementation of the academic (Aprende) and socio-emotional (Escuela Nueva Activa) programs for children, young people, and adults in Necoclí with the support of the Luker Foundation, an ally, that will initiate vocational education in Tumaco. In Necoclí, the resilience program will continue, while in Tumaco, it will begin with the support of the Saldarriaga Concha Foundation. Some educational activities in Urabá and Tumaco will take into account the educational reactivation guidelines of national, departmental, or municipal order.

A. IMPROVED ACADEMIC AND SOCIO-EMOTIONAL SKILLS OF CHILDREN, YOUNG PEOPLE AND ADULTS IN NECOCLÍ.

TCE will continue to improve the skills of boys, girls, and young people to achieve an 80% reading skill improvement. Hence, all new students will be assessed, 25 teachers will be trained to support the educational development of their students, tutorials will be held for those students who do not reach the expected performance levels, tutorials, and continuous support will be provided to reach the goal. TCE will keep 278 children and young people attending academic programs, and 600 between preschool and eleventh-grade attending programs to strengthen socio-emotional skills (Escuela Nueva Activa), which creates experiential dynamics in leadership, teamwork, governance, environmental issues, and coexistence, among others.

In 2021, the Saturday programs will continue for adults interested in completing their primary and secondary education, creating an opportunity to improve their academic skills. In February, the adult enrollment process will be consolidated, so that during the Colombian school year, the development of the courses begins and reaches the goal of 10 adults.

B. IMPROVED RESILIENCE SKILLS OF CHILDREN, YOUNG PEOPLE AND FEMALE LEADERS.

The Saldarriaga Concha Foundation and the Universidad del Norte with the Pisotón program will continue the implementation of the resilience program in Urabá. These include workshops for women and strategies to incorporate young people into the social dynamics of the area.

The pandemic extended the required care of families and older adults until February 2021, when the final assessment will be carried out. The reports will be available in March. In Necoclí, TCE will improve the resilience scale by 17.5%, based on the population baseline of 65%. By 2021, the resilience scale goal of 82.5% for primary caregivers and the elderly population will be achieved.

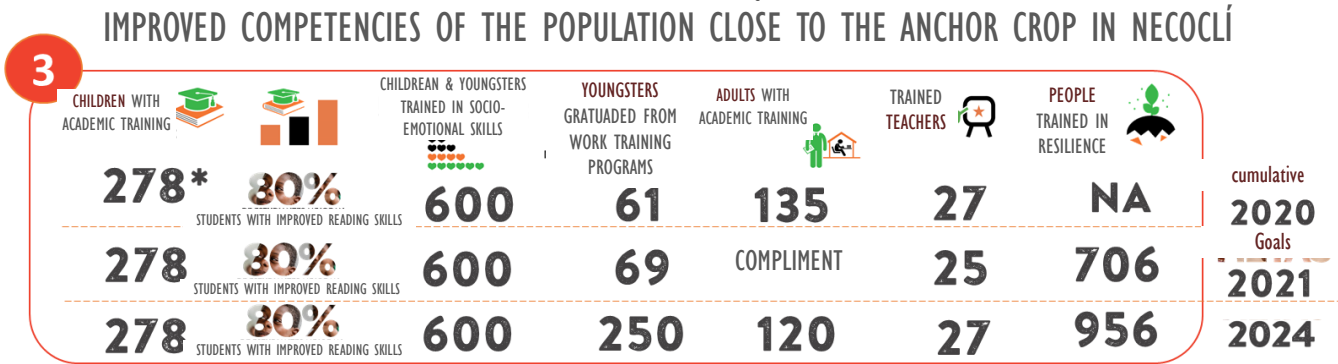
In Tumaco, preparations for the intervention, selecting the beneficiaries, social mapping, and establishing the baseline will begin. In March, the workshops and training for teachers will begin, to subsequently start the resilience training for 276 people in 2021.

C. CERTIFIED YOUNG PEOPLE IN VOCATIONAL TRAINING

The 2020 vocational training programs started later than planned due to the Covid-19 spread. TCE is training 135 young people, with the goal of 69 graduating. TCE expects to meet the goal despite the contingency. These young people will graduate in 2021. In 2021, 110 young people (60 in Necoclí and 50 in Tumaco) will begin their training and graduate during the fiscal year 2022.

The vocational training programs in Tumaco will begin in 2021. A needs assessment of the area and an educational offer will be created based on the results. TCE will raise awareness around the importance of complementing the students' high school education with additional training to improve their professional profiles and prepare them to enter the workforce. First, agreements will be signed, and once the enrollment process has been completed, the training and support of the programs that the community requires can begin in June. TCE foresees that these young people will become part of the local labor force soon and their knowledge will generate a positive impact on their families and the community. Synergies with new allies provide additional work opportunities for these students.

3.3.3 Expected Results



Graph 6. Social Goals

3.3.4 Final State

The expected results of the year 2021 include the 2019 and 2020 results. Therefore, the Final State of this component is:

- 80% of the students in academic programs improved their reading skills each year.
- 278 children taught in academic programs each year.
- 600 trained children and young people in socio-emotional skills programs each year.
- 130 young people completed work training.
- 27 teachers trained in methodologies for the development of academic and socio-emotional skills.
- 706 people completed the resilience training.

3.4 CROSS-CUTTING ACTIVITIES

3.4.1 Inclusion Strategy

TCE bases its Inclusion and Gender Strategy on a rural development model with an inclusive approach that privileges the most vulnerable social groups such as women, youth, Afro, children, and older adults. It recognizes the participation of women in the processes of rural development, to generate sustainable income opportunities around cacao activity and promotes productive alternatives and formal employment that enable the improvement of the living conditions of rural communities.

The TCE understands the condition of vulnerability when populations are unprotected, excluded, disadvantaged, or marginalized and therefore lack state attention or access to essential services or are at risk.

The TCE inclusive development approach bases its actions on the following principles:

- Promote women's participation in development processes and in the start-up of businesses that improve their living conditions and those of their families.
- Strengthening capacities for the empowerment of people, organizations, and communities.
- Develop long-term processes and relationships to generate sustainable impacts.
- Design and implementation of affirmative actions, which demonstrate inclusion through action.

In FY 2021, TCE will remain coordinating the key partners (Eafit University, Saldarriaga Concha Foundation, Sueño de Chocolate, among others) to continue implementing the strategy. This FY, the focus will be on the target population of children and young people, for whom the activity through its partners will provide cacao technique workshops for young people, co-creation with children and the Chocolate Dream, entrepreneurship support programs for children and young people, and credit facilities for women entrepreneurs. The technical staff of the activity will continue to be made aware of issues of a gender perspective and female participation in the cacao production. Moreover, the activity will continue to promote female participation in the cacao producer associations and activities that improve academic and socio-emotional skills in children, young people, and adults of the population close to the Necoclí anchor crop through the following programs: Aprende, Escuela Nueva Activa, and Universidad en Tu Colegio. Also, TCE will begin the community entrepreneurship program with a gender focus and resilience training for children, young people, and female leaders in Tumaco.

3.4.2 Communication Strategy

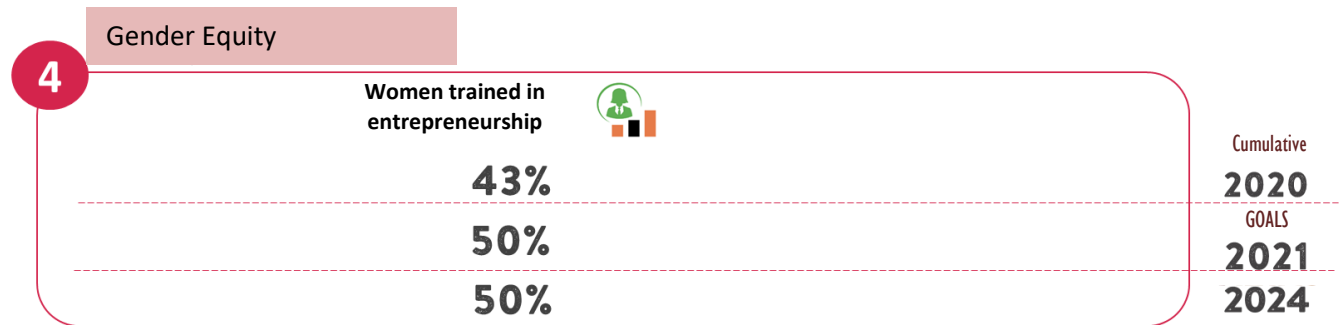
The Tactical Communication Plan will focus on implementing the activities that support these three objectives:

- Achieve receptivity of the Cacao Effect Alliance in the communities
- Demonstrate the viability and potential of the alliance

- Generate ownership in the communities

During the fiscal year 2021, TCE will continue to train spokespersons, update the website and institutional videos, create POP and audiovisual material, broadcasts through chats and radio stations, publish in newspaper and social media, celebrate special days, develop mobile mini-games, organize “chocolatadas” and arrange meetings with stakeholders.

3.4.3 Expected Results



Graph 7. Gender Equity Goals.

3.4.4 Final State

The expected results of the year 2021, include the obtained results of the years 2019 and 2020. The final state of FY 2021 is:

- 50% female participation in entrepreneurship training (300 women).
- 130 young people graduate from vocational training.

3.5 INTERINSTITUTIONAL COORDINATION

TCE will work to establish adequate institutional cooperation among the allies, USAID partners, the private sector, and the Colombian government to maximize results and achieve the objectives of the agreement. To reach the above, TCE participates in workgroups, encourages communication with all stakeholders, helps to create committees, and shares the lessons learned.

Further, TCE collaborates with other USAID programs: GDAs and contracts, coordinating efforts with those alliances present in the same geographical area. We will continue to participate in the Technical Cacao Roundtable, regional meetings of the Bajo Cauca, CUEE Antioquía, and meetings of the National Government to combine efforts in the regions.

This year's schedule includes:

- Coordinate efforts with the PMA to impact the territory. Cacao is one of the PMA-supported agricultural activities, where the region of Bajo Cauca and Tumaco are well known to both programs.

TCE will continue to seek additional grants and funding from the GOC and other international entities, focusing on those that promote the productive, environmental, and associative sector.

Close contact with other institutions such as Embassies, Governments Departmental, and Private Banks will remain.

4 MANAGEMENT AND ADMINISTRATION OF THE AGREEMENT

4.1 BUDGET

Annex 2 and 3 include USAID's and the counterpart's budget for year 3 - FY 2021.

4.2 WORK TEAM

The 2021 organizational structure of the Cacao Effect is composed of a coordinating team of six people: one Chief of Party, one Financial and Administrative Leader, one Communication Coordinator, one Monitoring and Evaluation Specialist, one Accounting Analyst, and one Administrative Assistant.

Three Regional Managers will coordinate the operational team. One will be in Urabá and Bajo Cauca, one in Tumaco, and one in Huila. The technical assistance will be carried out by sixteen field technicians, four in Urabá, three in Bajo Cauca, seven in Huila, and three in Tumaco.

Annex 4 lists the details of the work description, position, and hiring process of the team. The TCE personnel functions set in the agreement are:

THE CACAO EFECTO PERSONNELL	
Title	Duties and responsibilities
Chief of Party	Drive and manage the agreement following the established procedures and policies, ensuring compliance with the objectives, budgets, and deadlines.
Financial and Administrative Leader	Analyze required financial information of the agreement, simulate and generate financial management reports for budget compliance and decision making, and support administrative activities of the agreement.
Communication Coordinator	Coordinar y asesorar los procesos de comunicaciones del Acuerdo, cuidando la generación de contenidos, la relación interinstitucional de comunicaciones y el cumplimiento del protocolo de comunicaciones.
Monitoring and Evaluation Specialist	Perform and monitor the activities of planning, consolidation, and monitoring of indicators and management reports, which allow a complete vision of the progress, deadlines, budgets, and objectives of the agreement.
Regional Manager Huila, Tumaco and Urabá	Coordinate and manage activities and resources of the agreement in the assigned region, ensuring its execution within the defined deadlines, established budget, and quality policies.
Lead Field Technician	Coordinate and supervise the activities of the agreement associated with the assigned region, guaranteeing its execution within the defined deadlines.

Field Technicians	Carry out the established technical activities, and other activities related to the compliance of the operational and technical plans.
Accounting Assistant	Validate and record the accounting information of the incoming receives, applying the accounting and fiscal established policies of the company, to provide quality information in a timely manner. Support decision making processes.
Administrative Assistant	Carry out and support administrative activities such as managing documents, make travel arrangements and others.

Table 2. TCE Work Team

4.3 MONITORING AND EVALUATION

The 2021 FY monitoring plan aims to measure the performance of the activity, performing actions to monitor, measure, report information in the USAID Monitor system, proposing solutions to challenges and learn from experiences, and success stories.

The purpose of the evaluation is to collect and analyze relevant information to provide accountability to interested parties, decision making of the current and future direction of the agreement, and to identify lessons learned to optimize interventions, results, and impacts.

With established baselines, we will continue to measure indicators, produce timely and assertive reports that measure performance, and provide management with the required information for the decision making process of the activity. If applicable and if changes to the agreement were made, the AMELP document, an active document that includes updates of the agreement, will be adjusted.

TCE will continue to collect the know-how and experiences of the activity in the field through success stories and lessons learned, which are documented every quarter. Monthly bulletins containing relevant information on the progress of the Intermediate Results and success stories of producers, associations, and the people in the skills improvement programs, will be presented.

More information can be found in the TCE scoreboard - **Annex 5**.

4.4 CHALLENGES

TCE has identified some critical factors that will be addressed and worked on during the year, harnessing the potential of the allies and fostering synergies to overcome the following challenges:

PRODUCTIVITY

- Carry out the 2020 pending grafts farm-by-farm in parallel with the new 2021 cacao sowing goals.
- Promote the contribution of fertilizers by producer partners.
- Implement the training plan "I am a Cacaocultor" with the new Covid-19 context.
- Ensure that the producer partners receive at least one field technician visit per month and verify the provided quality of the agricultural technical assistance.

- Adapt the information system Almera to gather environmental information from producer partners.

ASSOCIATIVE

- Maintain the commitment of the members of the associations so that they continue to execute the strengthening plan defined for each one of them.
- Motivate and promote female participation in entrepreneurship training.
- Motivate and promote the sustainability of the supported enterprises.

SOCIAL

- New school context in the municipalities of Necoclí and Tumaco as a result of Covid-19 to implement the defined training programs.
- Carry out an outstanding needs assessment of the population of Tumaco to offer vocational training programs that promote closing the workforce gap.

CROSS-CUTTING

- Move forward with the activities of the Agreement, amid security tensions in areas such as Bajo Cauca and Tumaco.
- Coordinated agenda for planning activities among partners, to achieve effectiveness when working with producers, families, cacao associations, etc.

5 ANNEXES AND TABLES

The following annexes and tables are part of this document:

ANNEX 1. Timeline El Efecto Cacao 2021.

ANNEX 2. Budget USAID.

ANNEX 3. Leverage Budget.

ANNEX 4. Organization chart FY 2021.

ANNEX 5. Indicators TCE – AMELP.