



USAID
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COLOMBIA



*El Efecto
Cacao*

ESTA
ALIANZA
APOYA A



THE CACAO EFFECT ANNUAL IMPLEMENTATION PLAN 2022

YEAR 4 (october 2021 – september 2022)

AGREEMENT: 72051419CA00005(01)

Annual Implementation plan 2022

October 2021 – september 2022

English version

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ACRONYMS

TCE	The Cacao Effect.
AIP	Annual Implementation Plan.
AMELP	Activity Monitoring, Evaluation, and Learning Plan
AOR	Agreement Officer Representative.
UESC	University-Enterprise-State Committee.
EGRA	Early Grade Reading Assessment.
EMA	Environmental Management Approach.
SCF	Saldarriaga Concha Foundation.
FY	Fiscal Year, from October 1 to September 30
GDA	Global Development Alliance.
GOC	Government of Colombia.
HAS	Hectares.
ICCO	International Cocoa Organization.
IDH	The Sustainable trade initiative
IR	Intermediate Result.
SEMGF	Social Entrepreneurship Methodology with Gender Focus.
POP	Point of purchase (communications)
PTP	Productive Transformation Program of the Ministry of Agriculture.
USAID	United States Agency for International Development.

I. INTRODUCTION

(OVERALL DESCRIPTION AND PROGRESS)

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

TCE seeks to strengthen the cacao productive value chain, contributing to better living conditions of producers and their communities as a foundation for the construction of 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.

During the 5 years of the activity, the total investment will be USD 36,353,591, of which USAID contributes USD 6,921,181.

This Annual Implementation Plan covers the period from October 1st, 2021, to September 30th, 2022. It is hereafter titled as the fourth year of implementation.

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

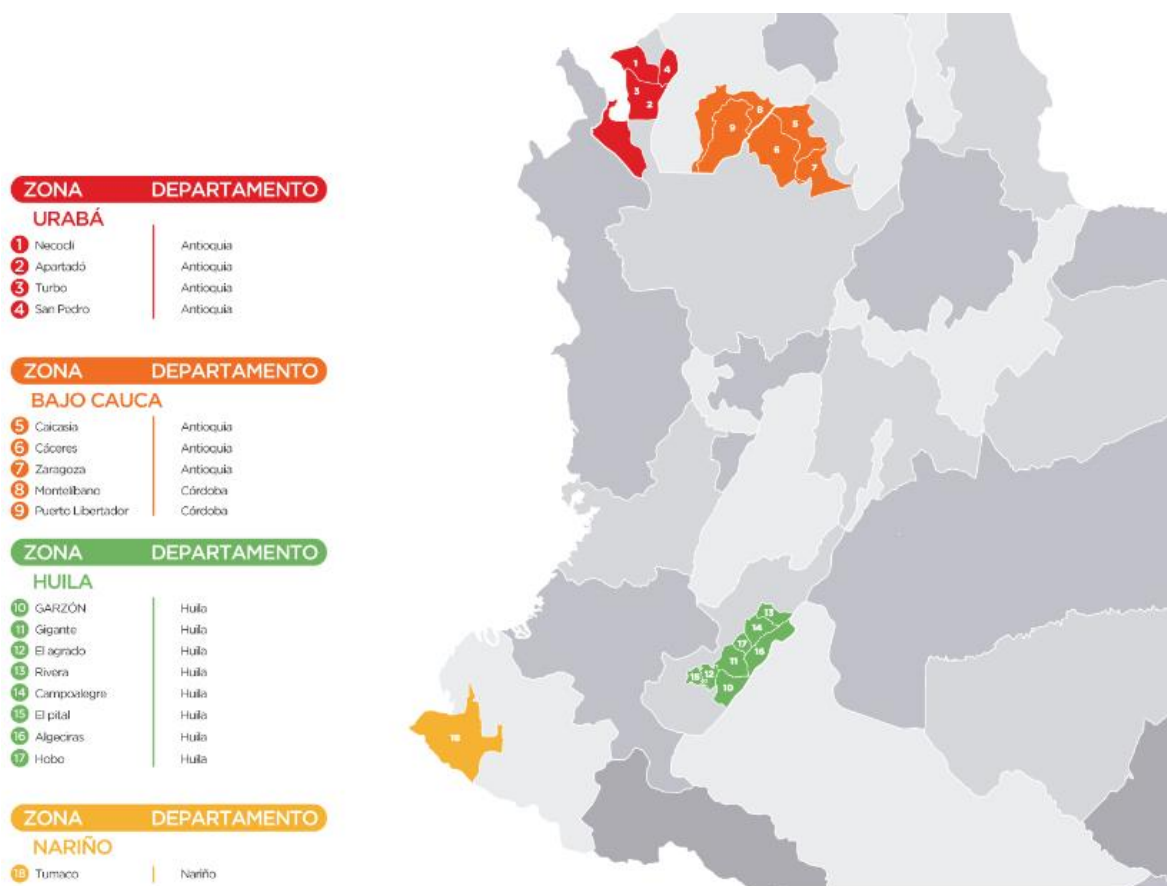
2. PLAN STRUCTURE

TCE is an inclusive rural development alliance for peacebuilding. It has managed to involve all stakeholders with the fundamental purpose of "contributing to the improvement of the quality of life of cacao producing families by strengthening their skills and increasing productivity, with the technical and commercial expertise of Luker Chocolate".

TCE built the timeline for the fiscal year 2022 - **Annex I**, which will be the roadmap for the execution of the Alliance.

2.1 GEOGRAPHIC COVERAGE

TCE activities focus on 16 municipalities that are part of USAID's 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).

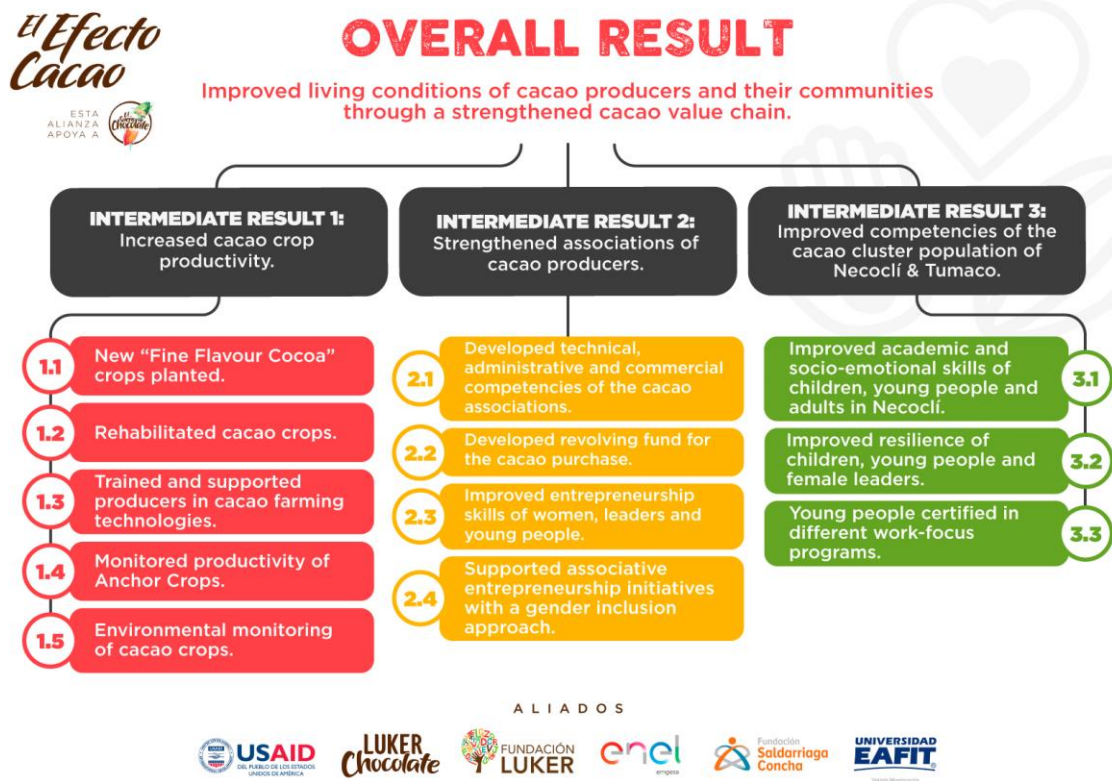


3. RESULTS AND SPECIFIC ACTIVITIES AND SPECIFIC ACTIVITIES

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

- Continue with the maintenance of planted and rehabilitated crops.
- Continue strengthening cacao producer associations and entrepreneurs through training and support.
- Continue training programs in academic and socio-emotional skills for children, young people, and adults in the clusters in Necoclí and Tumaco.

All of the above entails deploying TCE partners' technical expertise to accomplish the established goals of the fourth fiscal year.



3.1 INTERMEDIATE OUTCOME ONE: Increased cacao crop productivity

3.1.1 Cosed fiscal year 2021

By the end of the fiscal year 2021, TCE expects to achieve the following accumulated results, which will be the starting point of this AIP:

- Producer partner sales of COP \$ 2.702.679.985
- Leverage funds executed for COP \$77,132,331,000, equivalent to USD 28,567,530.
- 242 hectares of planted cacao.
- 408 hectares of rehabilitated cacao.
- 540 people trained during 16 hours in the "Soy Cacaocultor" methodology.
- 100% of the anchor crops production monitored.
- 100% of EMAs presented to each producer.

3.1.2 Proposed activities

By the fiscal year 2022, TCE will work to achieve:

- Cacao sales of COP\$ 3.662.733.297.
- Productivity of 443 kg/he in rehabilitated crops.

A. NEW SOWED "FINE FLAVOUR COCOA" CROPS

TCE will plant 80 hectares of cacao in Hobo and Algeciras. We will follow up on the 471 planted hectares to date and complete the intervention of the 551 planted hectares by the end of 2022.

B. REHABILITATED CACAO CROPS

TCE will continue the maintenance of 1,063 rehabilitated hectares. Rehabilitate 120 hectares of cacao in Tumaco and provide training to producer partners to carry out the processes of de-thatching¹ and plucking². With the above, the tree architecture is organized to generate good productivity.

All producer partners with rehabilitated hectares will receive the nutrition plan (fertilization) based on their crop. TCE will deliver the fertilizer it provided. The partners' contributions will be tracked, and partners will be followed up so that they contribute their part, as agreed upon in the commitment to apply fertilizers to the crops.

C. PRODUCERS TRAINED AND ASSISTED IN CACAO TECHNOLOGIES

TCE adapted to the new context caused by COVID-19. By 2022, it will implement a mixed training program with producer-by-producer training and a few group training sessions, favoring distance and biosafety protocols. Both will use the " Soy Cacaocultor " courses, which have been virtualized.

TCE will train 630 partners in all areas, deploying all its capacity and technical know-how to provide the best extensionism to all producer partners through a monthly visit, strengthening the adoption of know-how in the cacao crop, technical guidance, or recommendations about the crop progress. Also, agreements will be made and validated in subsequent visits.

At the end of the period, an internal review of the agricultural technical service process will be held to evaluate the results and the ownership level of the producers. Adequate follow-up and monitoring of agricultural practices will result in improved productivity for TCE beneficiaries and, as a result, in higher incomes.

D. MONITORED ANCHOR CROPS PRODUCTIVITY

With the support of Luker Agrícola, TCE will monitor the productivity of the anchor crop of El Rosario, located in Necoclí, Urabá. By the fiscal year 2022, productivity is expected to reach 1082

¹ De-thatching :The process of eliminating and healing the branches of the tree pattern to promote the development of the graft made, while promoting its production.

² Plucking: Removing leaves and boles in the tree to generate an adequate tree architecture.

kilograms per productive hectare. However, due to the current long rain season in Urabá and the announced La Niña phenomenon, we will be positive, but this data could fluctuate.

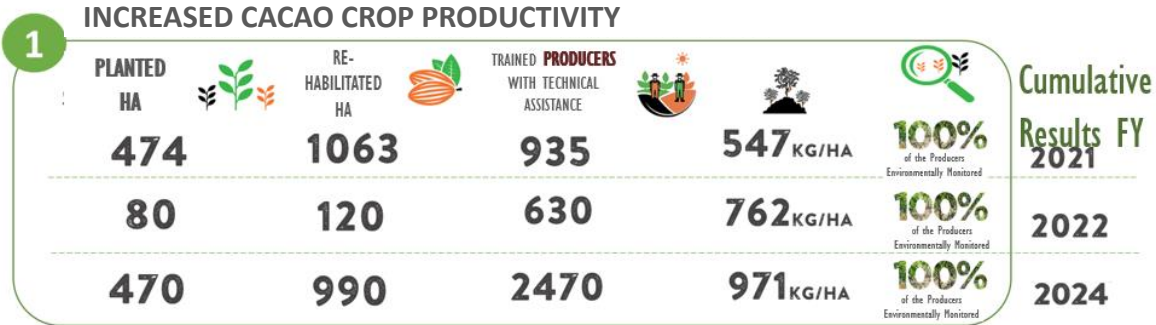
The technical team will use the experience of these anchor crops to promote training activities, observe the implementation of technologies during technical support, such as field schools, agricultural laboratories, and others.

E. ENVIRONMENTALLY MONITORED CACAO CROPS (EMA)

TCE complies with the requirements of USAID regulation 216 to reduce potential negative environmental impacts that may arise during the different phases of implementation. The cacao sowing and rehabilitation sub-activity generated an environmental review, which is defined by USAID to mitigate the potential environmental impacts of the activity. 54 environmental measures were defined for TCE, which must be monitored in the cacao crops, and implement the necessary actions to mitigate the impact on natural resources. By 2022, TCE will adapt the necessary tools to present and follow up on the new mitigation measures in each of the intervened farms.

TCE will train field technicians and with the support of the educational material "I am a Cacaocultor", 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 Final state



Grapp 5. Results and productivity goals.

The expected results of the year 2022 include the obtained results of the years 2019, 2020, and 2021, setting the final state of the component as follows:

- COP \$8.127.749.624 Cacao sales – **Progress 58%**
By 2022, the rehabilitation of the cacao crops in 2019, 2020 will begin to raise productivity and, therefore, see a substantial sales improvement.
- 551 hectares of sowed cacao - **Compliance 100%**
- 1183 hectares of rehabilitated cacao - **Compliance 102%**
- 1820 producers trained. - Compliance- **Progress 74%**

The training progress corresponds to the normal progress of the alliance, taking into account the contract term until January 2024.

- 1820 kg/hectare productivity in the El Rosario crop. – **Progress 83%**
Productivity progress corresponds to the normal progress of the alliance, taking into account the contract term until January 2024.
- 100% of the producers are monitored environmentally. – **Compliance 100%**

3.2 INTERMEDIATE OUTCOME TWO: Strengthened cacao producer associations

3.2.1 Closed fiscal year 2021

By the end of 2021, TCE expects to achieve the following results, which will be the starting point for this AIP:

- 3 enhanced partnerships.
- 80 active entrepreneurship initiatives
- 20 improved entrepreneurship initiatives.
- 62 people trained in entrepreneurship with a gender approach.
- 50% female participation in entrepreneurship training.

3.2.2 Proposed activities

A. TECHNICAL, ADMINISTRATIVE AND SALES COMPETENCIES DEVELOPED IN CACAO ASSOCIATIONS

By the fiscal year 2022, TCE will work so that 4 associations exceed 70% on the ICOr index (i.e. are improved). Additionally, it will continue the strengthening plan of 18 supported cacao producers associations. The activities consider providing access to the associations to enter the support ecosystem of EAFIT University, design and implementation of management tools, implementation of research projects, meetings, workshops, training, expert advice, among others.

The 18 associations that continue the strengthening plan 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
BAJO CAUCA – DEPARTMENT OF ANTIOQUIA Y CORDOBA		MUNICIPALITY
8	Asociación Fondo Agropecuario de Puerto Libertador – AFAPUL	Puerto Libertador – Cordoba
9	Asociación de Productores Piscícolas y Agropecuarios De Tierradentro – ASPROPISAT	Montelíbano – Cordoba
10	Asociación de Productores Agropecuarios y Cacaocultores del Municipio de Cáceres - APROACA	Cáceres - Antioquía
URABA – DEPARTMENT OF ANTIOQUIA		MUNICIPALITY
11	Asociación de productores de cacao del Municipio de Necoclí - ASOPRONE	Necoclí
12	Asociación de Cacaoteros del Municipio de San Pedro de Urabá - ABICASPU	San Pedro
13	Asociación Agropecuaria de Emprendedores del Campo - AGRECAM	Turbo
14	Cooperativa de Trabajo Asociado Productores Agropecuarios Solución, Integrada y Vida - PROASIV	Turbo
TUMACO – DEPARTMENT OF NARIÑO		MUNICIPALITY
15	Asociación de Mujeres Afro con Emprendimiento Empresarial Las Varas - AFROMUVARAS	Tumaco
16	Asociación Agropecuaria Pazcifico - ASOPAZCIFICO	Tumaco
17	Asociación Agropecuaria del Rio Mira - AGROFRONTERA	Tumaco
18	CAMPROPAZ (2021)	Tumaco

Table 1. TCE 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 through bean trading. In 2022, the ally Luker Chocolate will deliver resources for at least USD 85,000 at a rate of 2700 Colombian pesos per dollar, an agreed value in the cooperation agreement. The amount delivered to each association will be monitored, for the proper functioning of the fund.

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

By 2022, TCE will train 100 people belonging to cacao producers' associations in entrepreneurship with a gender approach in Tumaco. TCE will be supported by the ally EAFIT in Urabá, Bajo Cauca, and Huila. The ally Luker Foundation will support TCE through the Manizales Más program, and train 100 people in Tumaco. The participation of women in the training will reach 50%, i.e. 100 women.

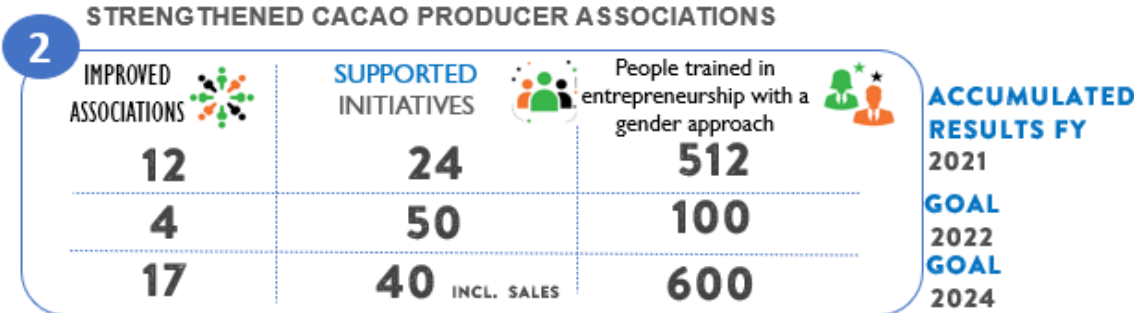
In 2022, the ally EAFIT will support the participation of entrepreneurs in calls for proposals to strengthen their initiatives, and Manizales Más will start the entrepreneurship with a gender approach training.

D. SUPPORTED ASSOCIATIVE AND COMMUNITY ENTREPRENEURSHIP INITIATIVES WITH A GENDER APPROACH

By 2022, TCE will support 110 active entrepreneurship initiatives, of which 80 will be supported by EAFIT in Urabá, Bajo Cauca, and Huila, and 30 by Manizales in Tumaco. There will be a special focus on the 40 initiatives (20 in Urabá, Bajo Cauca, and Hula - 20 in Tumaco) that have made progress in the improvement process to achieve sales by 2024.

Chapter 3 of the Social Entrepreneurship Kit will be implemented this year, and advisory services will be provided for product development, marketing strategy support, business model support, financial advisory services, and participation in fairs.

3.2.3 Final state



Graph 6. Results and associativity goals.

The closing forecast of the year 2022 for the associativity component, consolidating the results of the years 2019, 2020, and 2021, is:

- 16 improved cacao producer associations - **Progress 94%** (Higher progress compared to the timeline of the alliance, the result of good management)
- 50 supported entrepreneurship initiatives (progress is not calculated based on the 2024 goal. Of the 50 supported initiatives, 40 will reach sales by 2024).
- 612 people trained in entrepreneurship - **Compliance 102%**
- 50% of female participation in entrepreneurship training - **Progress 90%** (Normal progress compared to the timeline of the alliance).

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

3.3.1 Closed fiscal year 2021

By the end of 2021, TCE expects to achieve the following results:

- 80% of students improve their reading skills.
- 278 children enrolled in academic programs.
- 600 children and young people enrolled in social-emotional competencies programs.
- 63 young people graduating from vocational programs.
- 25 teachers trained in methodologies for the development of academic and socioemotional competencies.
- 85,2% on the resilience scale by program participants.
- 556 people trained in resilience.

3.3.2 Proposed activities

A. IMPROVED ACADEMIC AND SOCIOEMOTIONAL SKILLS IN CHILDREN, YOUNG PEOPLE, AND ADULTS IN NECOCLÍ.

TCE will continue to improve the skills of children and pre-adolescents to achieve an 80% reading skill improvement. To this end, new students will be assessed, 25 teachers will be trained to support the educational development of their students, tutoring will be provided to those students who do not reach the expected performance levels, and tutoring and continuous support will be provided to achieve the goal. TCE will maintain the 278 children and young people in academic programs (Aprende), and 600 between preschool and eleventh grade taking the socioemotional skill strengthening programs (Escuela Nueva Activa), a program that creates experiential dynamics in leadership, teamwork, governance, environmental, coexistence, among others.

During the FY2022, the graduation of young people will be held in the Colombian school year (December 2021).

B. ENHANCED RESILIENCE SKILLS IN CHILDREN, YOUNG PEOPLE, AND FEMALE LEADERS.

The Saldarriaga Concha Foundation and the Universidad del Norte will continue the implementation of the resilience program “Conmigo, contigo, con todos” in Tumaco. This program provides continuity to the resilience strategy initiated in Urabá, and that will continue in Tumaco, working on resilience skills in children, young people, and adults in areas impacted by poverty and armed conflict. In 2022, the beneficiaries of the program will be selected. The baseline will be established and training for teachers, and young people will begin. 270 adolescents, leaders and young people will continue resilience training.

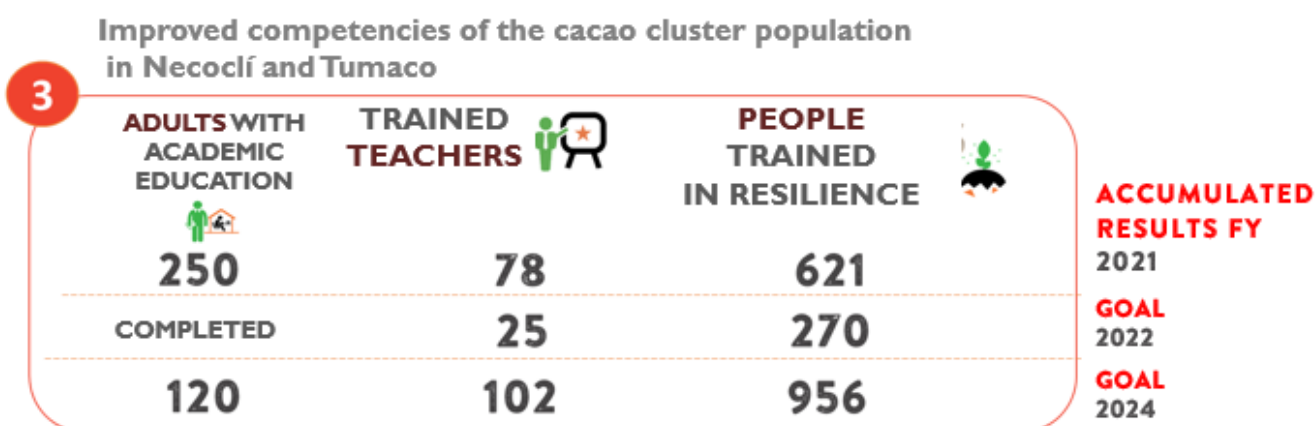
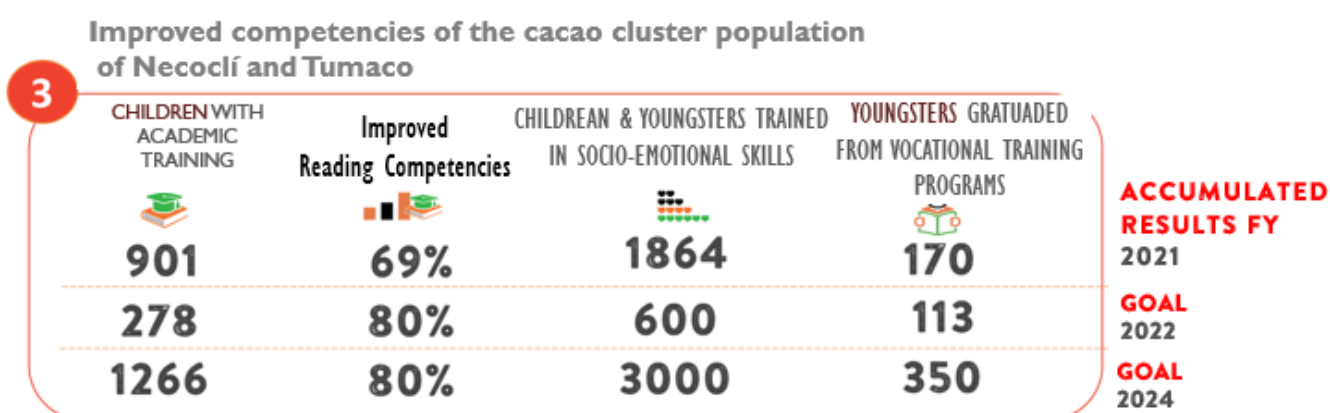
C. CERTIFIED YOUNG PEOPLE IN VOCATIONAL PROGRAMS.

TCE will work to graduate 113 young people in 2022, in Necoclí (63) and Tumaco (50). In Necoclí 4 groups will start training and in Tumaco 2.

Given that the program in Tumaco is new, student enrollment, management of providers, sensitization of educational institutions, signing of agreements and harmonization of curricula will be carried out; vocational programs will be offered in:

- Accounting and Financial Assistant Certificate.
- Administrative Assistant Certificate.
- Computer System Technician Certificate.

3.3.3 Final state



Graph 6. Results and social goals.

To the expected results of FY 2022 are added the results obtained in 2019, 2020 and 2021, the final status of FY 2022 will be as follows::

- 1179 children trained in academic programs – **Progress 93%** (normal progress against schedule).

- 72% of students in academic programs have improved their reading proficiency since 2019 – **Progress 90%** (average activity affected by pandemic).
- 2.465 children and young people trained in socio-emotional competency programs – **Progress 82%** (normal progress compared to timeline).
- 283 young people graduated from job training programs. **Progress 81%** (normal progress compared to timeline).
- 135 adults trained in formal education – **Compliance 100%**
- 103 teachers trained in methodologies for the development of academic and socio-emotional competencies. – **Compliance 101%**
- 891 people trained in resilience – **Progress 93%** (normal progress compared to timeline progress against schedule).

3.4 CROSS-CUTTING ACTIVITIES

3.4.1 Inclusion strategy

TCE bases its Inclusion and Gender Strategy on a model of rural development with an inclusive approach that favors the most vulnerable social groups such as women, young people, Afro-descendants, children, and the elderly. It also recognizes the participation of women in rural development processes, to develop sustainable income opportunities around the cacao activity and promote productive alternatives and formal employment that enables the improvement of living conditions of rural communities.

As a result, TCE segments its producer partners according to their capacity to intervene in their cacao crop, which is the basis for dedicated technical support based on gender and inclusion. Further, it takes into account that some producer partners require more technical support than others. This is based on their historical and intergenerational vocation, roles determined by society, inherited social characteristics, household activities, general disabilities, and gender.

TCE understands the condition of vulnerability when populations are unprotected, excluded, disadvantaged, or marginalized. Therefore, they lack state attention or access to basic services, are at risk, and in many cases limited by the multidimensional poverty that surrounds them.

TCE's inclusive development approach is based on the following principles:

- Gender-based technical support, founded on the innate capacities of the male and female producer partners, reinforcing the technical support in the field.
- Promote women's participation in development processes and in start-ups that improve their living conditions and those of their families
- Promote women's empowerment base as part of the leadership roles of the boards of directors of cacao producers' associations.
- Capacity building for the empowerment of individuals, organizations, and communities.
- Recognition of individual and collective capacities of individuals and working groups.
- Development of long-term processes and relationships to generate sustainable impacts.

- Design and implementation of affirmative actions that demonstrate inclusion through action.

For FY 2022, gender and Inclusion will work in three chapters:

1. School for Equity, with topics such as:

- The family as a social organization.
- Economy of care.
- Citizenship.
- Social Fabric.

The idea is to carry out this strategy in stages, and the steps to be followed will be planned in 2022 so that it can be replicated in all TCE areas.

2. Youth leadership and participation.

Support will be managed, training will be provided on topics prioritized by young people in Tumaco, communities will be accompanied in the development of activities and training will be provided to young people in leadership and youth participation.

3. Community and Family: The TCE allies fair and 4 intergenerational meetings will be held in Tumaco.

4. Connectivity with Purpose: From the alliance with the private sector, Microsoft will facilitate and invest resources to bring connectivity to 3 villages in the Municipality of Tumaco, generating the necessary facilities to bring STEM training to:

- a. Afro-descendant youth through The BAM Academy.
- b. Girls between the ages of 14 and 21 through the DigiGirlz program.

3.4.2 Communications Strategy

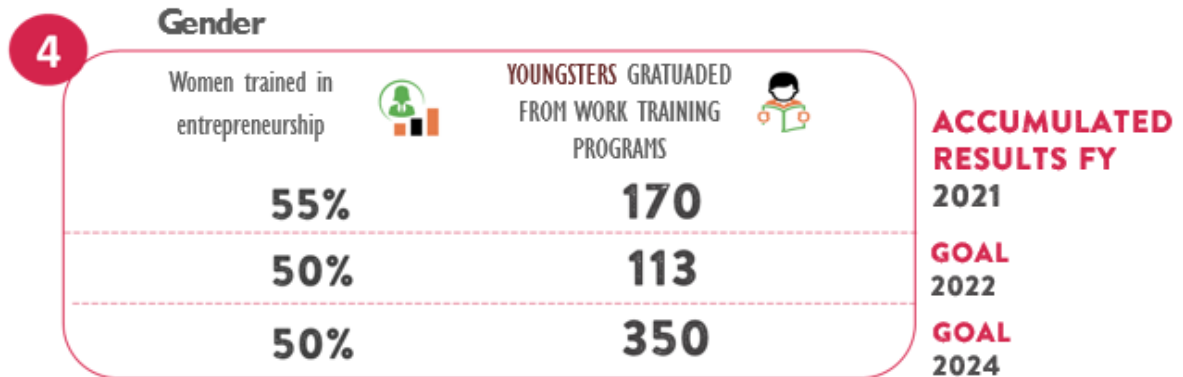
The Tactical Communications Plan will focus on the execution of activities to continue supporting the 3 specific objectives:

- Achieve receptivity of The Cacao Effect Alliance in the communities.
- Demonstrate the Alliance's potential.
- Generate ownership in the communities.

During the fiscal year 2022, we will continue to train spokespersons, update the microsite, update the institutional video, generate POP and audiovisual material, disseminate through chats and radio stations, newspapers, social networks, celebrate special days, develop a mobile mini-game, hold chocolate parties and, finally, continue to hold meetings with stakeholders in the areas.

Additionally, from this strategy, we will carry out the first pilot of "Communication for development" in the municipality of Tumaco. The purpose of this project will be to empower rural communities with knowledge and communication tools so that their members have small minimum viable business units to provide services that facilitate the dissemination of relevant information for each territory. If viable for the municipality of Tumaco, the project will be expanded to the other sub-regions as part of TCE's strategy for young people.

3.4.3 Expected results



Graph 7. Gender goals

3.4.4 Final state

To the 2022 forecast, the results of 2019, 2020, and 2021 were added. The final status will be:

- 50% female participation in entrepreneurship training (239 women) - **Compliance 100%**
- 283 young people graduated from vocational training programs - **Progress 81%** (normal progress compared to timeline).

3.5 INTER-INSTITUTIONAL COORDINATION

TCE will work to continue coordinating institutional cooperation among Allies, USAID partners, the private sector, and the Colombian government to maximize results and achieve the objectives of the agreement. To achieve this, TCE participates in working groups, fosters communication with all stakeholders, collaborates in the establishment of committees, and shares lessons learned.

TCE collaborates with USAID by participating in the construction of the cacao strategy for Colombia. It continues to participate in the technical cacao roundtable, in the regional meetings of Bajo Cauca, CUEE Antioquia, and in meetings organized by the National Government to coordinate efforts in the regions.

TCE will continue to seek calls for proposals from the GOC and at the international level, mainly focused on productive, environmental and associative sectors for additional financing of activities. Close contact will be maintained with other institutions, such as embassies, departmental governments, and private banks.

4. MANAGEMENT AND ADMINISTRATION OF THE AGREEMENT

4.1 BUDGET

In **annex 2 and 3** the USAID resources budget and the leverage resources budget for year 3 - FY 2022 are listed.

4.2 WORK TEAM

The FY 2022 management 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.

The operational team will be coordinated by: 3 Regional Managers, 1 in Urabá and Bajo Cauca, 1 in Tumaco, and 1 in Huila. The technical assistance will be carried out by 20 field technicians, 4 in Urabá, 3 in Bajo Cauca (1 Lead Field Technician), 9 in Huila (1 Lead Field Technician), 4 in Tumaco.

In **Annex 4** the details of the work direction, position, and contracting of the work team are listed. The roles of the TCE staff in the agreement have not changed and are as follows:

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 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	Coordinate and advise the communications processes of the Agreement, taking care of the content creation, the inter-institutional communications relationship and compliance with the communications protocol.
Monitoring and Evaluation Specialist	Perform and monitor the activities of planning, consolidation, and monitoring of indicators and management reports, which allow a complete view 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 Analyst	Validate and record the accounting information of the supports received, applying the accounting and fiscal policies established by the company, to generate 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.
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Table 2. TCE Work Team

4.3 MONITORING AND EVALUATION

The monitoring plan for FY 2022 is oriented towards measuring the performance of the Activity, executing actions to monitor, measure, report information in the USAID Monitor system, proposing solutions to challenges, internalizing lessons learned, and learning from success stories.

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

The established baselines will be used to continue measuring indicators, generating timely and assertive reports that not only measure performance, while providing the necessary information for decision-making by the activity's management. When applicable, if there are changes to the Agreement, adjustments will be made to the AMELP document, which is an active document where modifications to the agreement are updated.

TCE will continue to gather 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 competency improvement programs, will be presented.

4.4 CHALLENGES

TCE has identified some critical factors that it will address and work on in 2022, leveraging the potential of the Allies and fostering synergies to overcome them:

PRODUCTIVE

- Increase productivity and the execution percentage of cacao sales, so that in 2022 and 2023, cacao crops, which in previous years have been intervened, begin to show results.
- Finalize the technical intervention in cacao crops.
- Encourage and follow up on the contribution of fertilizers by producer partners.
- Execute the "Soy Cacaocultor" training plan in the new context generated by Covid-19.

ASSOCIATE

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

SOCIAL

- Mitigate the negative impact generated by the Covid-19 pandemic on the academic training processes, especially the processes of improving reading skills; therefore, we are facing a new school context to execute educational programs.

CROSS-CUTTING

- Advance 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 effective interventions with producers, family members, cacao associations, and others.

5. ANNEXES Y TABLES

The following annexes and tables are an integral part of this document:

ANNEX 1. The Cacao Effect Timeline 2021.

ANNEX 2. USAID Budget.

ANNEX 3. Leverage Budget.

ANNEX 4. FY 2021 Organizational Chart.