



**USAID**  
FROM THE AMERICAN PEOPLE

# COMMUNITY DEVELOPMENT AND LICIT OPPORTUNITIES (CDLO) ACTIVITY

Annual Performance Report: October 2018 –  
September 2019



**October 2019**

This publication was produced for review by the United States Agency for International Development. It was prepared by Tetra Tech.

**This publication was produced for review by the United States Agency for International Development by Tetra Tech, through the Community Development and Licit Opportunities (CDLO) Activity, contract No. AID-514-H-17-00002.**

This report was prepared by:  
Tetra Tech  
159 Bank Street, Suite 300  
Burlington, Vermont 05401 USA  
Telephone: (802) 658-3890  
Fax: (802) 495-0282  
E-Mail: [international.development@tetrattech.com](mailto:international.development@tetrattech.com)

Tetra Tech Contacts:  
Mark Leverson, Chief of Party  
Email: [Mark.Leverson@tetrattech.com](mailto:Mark.Leverson@tetrattech.com)  
Gerardo Berthin, Project Manager  
Email: [gerardo.berthin@tetrattech.com](mailto:gerardo.berthin@tetrattech.com)  
159 Bank Street, Suite 300  
P.O. Box 1397  
Burlington, VT 05402  
Tel: (802) 495-0282

Cover Photo: Community Tourism in La Macarena

Photo credit: Mark Leverson, Tetra Tech

# COMMUNITY DEVELOPMENT AND LICIT OPPORTUNITIES (CDLO) ACTIVITY

ANNUAL PERFORMANCE REPORT: OCTOBER 2018 –  
SEPTEMBER 2019

OCTOBER 2019

## **DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

# TABLE OF CONTENTS

<b>TABLE OF CONTENTS</b> .....	<b>I</b>
<b>ACRONYMS AND ABBREVIATIONS</b> .....	<b>II</b>
<b>EXECUTIVE SUMMARY</b> .....	<b>IV</b>
<b>1.0 INTRODUCTION</b> .....	<b>1</b>
<b>2.0 ACTIVITY PROGRESS TOWARD OBJECTIVES</b> .....	<b>5</b>
2.1 SUMMARY OF COMPLETED ADMINISTRATIVE ACTIONS.....	5
2.2 REGIONAL OFFICES AND STAFFING.....	5
2.3 ANNUAL PROGRAM STATEMENT.....	6
2.4 <i>ESPACIOS TERRITORIALES DE EVALUACIÓN (ETES)</i> .....	7
2.5 CONTINUED COLLABORATION WITH RELEVANT STAKEHOLDERS.....	9
2.6 MAPPING AND CHARACTERIZATION OF CORRIDORS EXERCISE.....	11
2.7 LIST OF SERVICES/DELIVERABLES COMPLETED IN THE REPORTING PERIOD.....	12
2.8 EXPLANATION OF QUANTIFIABLE OUTPUTS OF THE TASKS, IF APPROPRIATE AND APPLICABLE.....	12
2.9 DESCRIPTION OF ANY SHORT-TERM CONSULTANTS' PROGRESS AND OBSERVATIONS, IDENTIFYING ANY SIGNIFICANT ISSUES, AND A DESCRIPTION OF FOLLOW-ON INTERVENTIONS.....	14
2.10 THE STATUS OF REQUIRED AUDIT PROCESSES INCLUDING FOR SUB-AWARDEES, IF APPLICABLE.....	17
2.11 STATUS OF IMPLEMENTING THE CONDITIONS OF THE IEE.....	17
2.12 THE USE OF U.S. SMALL AND DISADVANTAGED BUSINESS RELATIVE TO THE TARGET IDENTIFIED.....	18
2.13 PROJECTED USAID APPROVALS, WAIVERS OR DEVIATION REQUESTS ANTICIPATED DURING THE NEXT QUARTER.....	19
<b>3.0 SUMMARY OF CDLO INTERVENTIONS FOR FY2019</b> .....	<b>20</b>
3.1 REGIONAL STATUS.....	20
<b>4.0 STATUS OF OVERALL ACTIVITY PROGRESS PER THE APPROVED INDICATORS</b> .....	<b>32</b>
<b>5.0 GENDER AND VULNERABLE POPULATIONS STRATEGY AND COMMUNICATIONS &amp;     OUTREACH PLAN</b> .....	<b>39</b>
5.1 GENDER AND VULNERABLE POPULATIONS STRATEGY.....	39
5.2 COMMUNICATIONS & OUTREACH PLAN.....	41
<b>6.0 IMPLEMENTATION DELAYS AND CHALLENGES</b> .....	<b>44</b>
<b>7.0 BUDGET</b> .....	<b>46</b>
7.1 DETAILED LIST OF APPROVED ACTIVITIES IN QUARTER 4 (JUL. - SEPT. 2019).....	46
7.2 ANNUAL CDLO SPENDING FY2019.....	46
7.3 CONTRACTUAL INSTRUMENTS.....	47
<b>8.0 MAJOR ACTIVITIES OR INTERVENTIONS PLANNED FOR NEXT QUARTER</b> .....	<b>48</b>
8.1 PLANNED 1 <sup>ST</sup> QUARTER FY2020 ACTIVITIES OR INTERVENTIONS.....	48
<b>ANNEX 1: CDLO ACTIVITIES TO DATE</b> .....	<b>50</b>
<b>ANNEX 2: MAPS OF CDLO COVERAGE</b> .....	<b>69</b>

# ACRONYMS AND ABBREVIATIONS

AMELP	Activity Monitoring, Evaluation and Learning Plan
ANT	National Land Agency/ <i>Agencia Nacional de Tierras</i>
APS	Annual Program Statement
ART	Agency of Territorial Renewal/ <i>Agencia de Renovación del Territorio</i>
AWP	Annual Work Plan
CBO	Community-Based Organizations
CDLO	Community Development and Licit Opportunities
CDCS	Country Development Cooperation Strategy
CELI	Consolidated Enhanced Livelihoods Initiative
CIRS	Context Indicator Reference Sheets
COP	Colombian Peso
COR	Contracting Officer's Representative
C&O	Communications and Outreach
ELN	National Liberation Army/ <i>Ejército de Liberación Nacional</i>
EPL	Popular Liberation Army/ <i>Ejército Popular de Liberación</i>
ETE	Territorial Evaluation Spaces/ <i>Espacios Territoriales de Evaluación</i>
FARC	Revolutionary Armed Forces of Colombia/ <i>Fuerzas Armadas Revolucionarias de Colombia</i>
GLAC	Local Savings and Credit Groups/ <i>Grupos Locales de Ahorro y Crédito</i>
GOC	Government of Colombia
GUC	Grants Under Contract
ICP	Illicit Crop Production
INL	Bureau of International Narcotics and Law Enforcement Affairs
IP	Implementing Partner
IRI	International Republican Institute
JAC	Community Action Boards/ <i>Juntas de Acción Comunal</i>
LOP	Life of Program
LSPs	Local Solution Partners
MEL	Monitoring, Evaluation and Learning
MRAA	Microenterprise Results and Accountability Act

MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
OCAD	<i>Órgano Colegiado de Administración y Decisión Paz</i>
OPI	Organizational Performance Index
OTI	OTI (Colombia Transforma)
PAR	<i>Programa Alianzas para la Reconciliación</i>
PDETs	Programas de Desarrollo con Enfoque Territorial
PIC	Small Community Infrastructure/ <i>Pequeña Infraestructura Comunitaria</i>
PIRS	Performance Indicator Reference Sheet
RFI	Colombia Rural Finance Initiative
RGA	Regional Governance Assistance
SENA	National Learning Service/ <i>Servicio Nacional de Aprendizaje</i>
SOP	Standard Operating Procedure
UNODC	United Nations Office on Drugs and Crime
USD	United States Dollar
USG	United States Government
USAID	United States Agency for International Development

# EXECUTIVE SUMMARY

This Annual Performance Report summarizes interventions and results during the second year of the Community Development and Licit Opportunities Activity's (CDLO) approved Annual Work Plan (AWP) for Fiscal Year 2019, in accordance with Section F.7.1.e. outlined in USAID Contract No. AID-514-H-17-00002. It covers a one-year project period beginning October 1, 2018 through September 30, 2019.

Throughout FY2019 CDLO continued to make sustained progress towards the contract's main objective, promoting a collective vision of territorial alternative and rural development wherein rural citizens function as effective partners with both the public and private sectors. This progress was made against the backdrop of an increasingly challenging security environment, logistical challenges due to the closure of two major highways related to events not controlled by the project (landslides, extended indigenous peoples' strike), and an evolving and fluid Government of Colombia (GOC) policy framework to support the peace process. During its second year of implementation, CDLO continued to fine-tune operational procedures, broaden the depth and scope of corridor development activities, expand work into new municipalities, including multiple municipalities in the Catatumbo region in Norte de Santander, an area historically plagued by violence.

In FY19 CDLO disbursed ██████████ of program funds, slightly under the ██████████ projection established in the Annual Work Plan for FY19<sup>1</sup>. This financial performance highlights a highly collaborative effort between the technical and contracts/grants teams to accelerate the issuance of multiple grants and construction subcontracts over the past several quarters. Equally important has been a concerted team effort by both the regional offices and the central Bogota office to reach ██████████ in funding commitments for 64 activities in FY2019 (80% of the FY2019 AWP ██████████ projections). Since the beginning of the project in August 2017 to September 2019, CDLO has developed 104 activities valued at ██████████ and has established a programmatic presence in 32 of its 51 contractually mandated municipalities. CDLO's performance continues to trend in a positive direction, following the expected disbursement and commitment curve of a five-year contract.

Through Year 2 of CDLO, progress is being reported against approved indicators and targets, but there are still various indicators without supporting data. In part, some of the unreported indicators are new and/or adjusted from the newly approved (April 2019) CDLO Activity Monitoring, Evaluation and Learning Plan (AMELP) with modified Performance Indicator reference Sheets (PIRS) and Context Indicator Reference Sheets (CIRS). Adjustments included the revision and modification of eight (8) CDLO indicators, revised timing for reporting and adjusted disaggregation of data. CDLO began to report progress in new/adjusted indicators as of FY2019 Quarter 3. In FY2019, progress improved significantly in several indicators, however several challenges in reporting practices remained as of the close of the fiscal year. There is ongoing collaboration between the HO Monitoring, Evaluation and Learning (MEL) team and the CDLO MEL Specialist to prioritize and enhance capturing/collecting, and reporting progress of indicators for FY2020. Also, there are proactive and ongoing discussions to nourish CDLO's communications strategy with robust data needed to effectively tell CDLO's story to target audiences.

Under the FY2019 Annual Work Plan (AWP), the start of CLIN 2 activities had been highlighted. To that end, CDLO engaged in discussions to identify potential supplemental and complementary programmatic activities to support CDLO's core objectives. It required rapid responses. During FY2019 CDLO's technical team, worked closely with USAID on a co-created small business development strategy and

---

<sup>1</sup> The FY2019 AWP applied an exchange rate of 2.800 while the real exchange rate hovered around 3.200 throughout the year. Therefore, in real USD terms, the actual disbursements would be higher.

presented its first application for CLIN 2 funding consideration. Although this first attempt to access CLIN 2 resources was unsuccessful, it served as an important learning experience for future CDLO applications and provided an opportunity to seek advice from other implementing partners (IPs) that have accessed CLIN 2 resources. During FY2020 CDLO will apply these lessons learned to seek out new opportunities for co-creation for activities eligible for CLIN 2 funding as they arise.



## I.0 INTRODUCTION

The seven-year<sup>2</sup> CDLO Activity is funded by the United States Agency for International Development (USAID). CDLO (also known as “*Programa Territorios de Oportunidad*” in Spanish) implementation is led by Tetra Tech with support from local partners as well as CONSUCOL and SEGURA Consulting. It is managed by the USAID Colombian Rural Economic Development Office and is part of Development Objective (DO) 3, “Improved Conditions for Inclusive Rural Economic Growth” of USAID’s Colombia Country Development Cooperation Strategy (CDCS). The CDLO Activity seeks to strengthen the capacity of conflict-affected, rural communities to be reliable and effective partners with state and private sector actors in the implementation of comprehensive rural, social and economic territorial-development initiatives, including the promotion of illegal crops substitution and alternative development.

During its second year of implementation, CDLO promoted the active participation of rural citizens in the design, delivery, and monitoring of rural development policies and activities intended to help their communities. CDLO continues to build trust, foster citizen participation in local affairs, and promote licit and sustainable economies that allows rural Colombians to live in dignity and peace. CDLO’s contractual geographic coverage extends to 51 municipalities across the nine (9) departments of Antioquia, Caquetá, Cauca, Córdoba, Guaviare, Meta, Nariño, Norte de Santander, and Putumayo.

Under CDLO’s geographic coverage, activity programming addresses the following four key objectives:

- Local community groups and producer organizations strengthened;
- Community organizations engaged in the provision of public services and improvement and maintenance of infrastructure in conflict-affected regions;
- A positive and sustainable economic environment in conflict-affected areas enabled; and
- Conflict-affected communities actively participate in multi-level dialogues for development planning that promote a culture of legality.

These four objectives drove CDLO’s approach to all activity development throughout FY2019 implementation and are synergistically linked to produce high-level results required for the life of program (LOP). Tetra Tech’s strategic approach to achieving CDLO’s objectives is designed to mobilize rural populations in building social and economic capital to better benefit from interactions with municipal, departmental, and national state actors, thereby accelerating conditions for inclusive and licit economic growth.

Overall, CDLO’s implementation in FY2019 took place in a deteriorating public order context throughout Colombia, particularly in the program’s target regions. During the year, the uptick of violence related to criminal gang activity, dissident FARC (*Fuerzas Armadas Revolucionarias de Colombia*) and ELN (*Ejército de Liberación Nacional*) groups and threats to social and political leaders negatively affected a range of CDLO operations, among which were the ability to guarantee uninterrupted activity development and programming in the field to providing accurate contractual and financial information to both the USAID and Tetra Tech’s Home Office. Moreover, the deteriorating security situation continued to erode regional social fabric and delay the development of activities due to restrictions on travel and scheduling of *Espacios Territoriales de Evaluación* (ETEs) with communities. Over the early part

---

<sup>2</sup> The period of performance for this contract is seven years from August 23, 2017 to August 22, 2024. The period of performance for CLIN 001 is five years from August 23, 2017 to August 22, 2022. The ordering period for TOs (CLIN 002) is from August 23, 2017 to August 22, 2022. TOs may be issued at any time during the ordering period for TOs and must end by August 22, 2024.

of the FY2019, USAID restricted travel of its employees to a majority of CDLO regions, hindering the Contracting Officer's Representative (COR) ability to travel freely to the field---a key aspect of CDLO's methodology for generating activities through ETEs.

Moreover, late into Quarter 4, several additional external factors emerged as potential risks for CDLO. For example, former members of FARC who refused to demobilize under the 2016 peace deal posted a video warning that they will launch a new offensive because of failure to implement the accord. This could have an adverse impact in territorial conditions for programming, in Nariño, Putumayo and the Catatumbo region. Also, the US dollar (USD) hit a record high against the Colombian peso (COP). The dollar broke its first record on August 5, 2019 when it reached COP [REDACTED]. A week later the dollar again reached COP [REDACTED]. Throughout September the trend decreased, but the exchange rate remained above the rate considered for CDLO's Year 2 projection targets.

The United Nations Office on Drugs and Crime (UNODC) reported on August 5, 2019 that Colombia's total area of coca crops decreased by 2,000 hectares between 2017 and 2018 from 171,000 in 2017 to 169,000 in 2018. This was the first time that the United Nations agency had reported a decrease since 2014. According to the report, this reduction was concentrated in the departments of Nariño, Putumayo and Guaviare, while increases in coca cultivation were seen in the Norte de Santander, Bolívar and Cauca. This was the second report confirming this trend. In late June, the White House Office for National Drug Control Policy (ONDCP) published its findings, stating that coca crops decreased by 1,000 hectares from 209,000 to 208,000 hectares between 2017 and 2018. The UNODC report highlights just how concentrated coca production is in Colombia, with 44 percent of the country's crops located in just 10 municipalities.

Colombia now faces a complicated paradox: coca cultivation is down, even if incrementally, but cocaine production is on the rise. The GOC's reduction strategy had been focused largely on forced eradication of coca crops. Now, it might have to shift to lower cocaine production as well. In both cases, it can be assumed that rural populations will continue to be affected economically and socially. On the one hand, sustained territorial violence could affect livelihoods and opportunities, while on the other, communities may react with large-scale manifestations and strikes against the policies and hamper CDLO efforts in the high illicit crop production (ICP) areas of Antioquia, Caquetá, Cauca, Córdoba, Guaviare, Meta, Nariño, Norte de Santander, and Putumayo. Unless the GOC accompanies these eradication policies and actions with visibly tangible alternative and rural development investments, the most likely outcome will be a further deterioration of public confidence and trust in the GOC---themes central to CDLO's programmatic objectives. With this in mind, CDLO is actively vigilant to changes in regional dynamics and remains flexible to proactively design programming strategies and approaches to continue to fulfill overall objectives.

Against this backdrop, CDLO has continued to make progress towards the contract's main objective, promoting a collective vision of territorial alternative and rural development wherein rural citizens function as effective partners with the public and private sectors. Throughout FY2019, CDLO's Senior Technical Advisors and field personnel continuously evaluated and fine-tuned the program's overall strategy for sustainable territorial development. Strategic adjustments have taken into consideration lessons learned from previous interventions, detailed territorial mapping, baseline studies, careful analysis of territorial security considerations, characteristics and peculiarities during activity development. Each regional office had to adjust/adapt the strategy to conditions in the territory. For example, the contingency plan for the Southwest regional office needed to be adjusted to the particular conditions found in that region; the strategy to continue working in Tumaco is reviewed continuously to adjust to conditions; in Caquetá, Meta/Guaviare, the approach and strategy took into account delays to implement public works by local governments, and; despite shortcomings on the part of the Antioquia government, CDLO has managed to line up small but significant activities in support of Plan Antioquia.

During Quarter 3, CDLO received the green light from USAID to immediately begin operations in Norte de Santander---specifically the Catatumbo region. This is one of CDLO's contractually mandated regions of coverage however until now, security concerns and negotiations between the GOC and the ELN prevented the program from operating there. USAID has placed a high priority in establishing a heightened presence in the area given the closure of operations of the Office of Transitional Initiatives (OTI). By the end of Q3, coordination meetings had been either scheduled or conducted with OTI, MSI's Regional Governance Activity (RGA) and the International Republican Institute (IRI) in addition to institutional, private sector and community-based organizations (CBOs) in the Catatumbo region. Additionally, in Quarter 4, an expert thematic consultant had been contracted with responsibilities to develop (along with CDLO Senior Technical Advisors) an overall rapid-response strategy and execute a preliminary mapping and characterization exercise to identify immediate activity programming in coordination with prospective partners and to identify basic elements to implement CDLO's technical approach towards a more robust intervention to be carried out in FY2020.

Moreover, throughout FY2019, despite fluidity and constant evolution of the GOC policy framework towards the peace process, CDLO continued to pursue emerging opportunities presented by GOC entities and initiative at the national level in efforts to broaden institutional partnerships and position the program's activity development towards a more macro-scale. Imbedded in the CDLO approach was a strategy to engage the GOC and work shoulder to shoulder to achieve rural and alternative development goals where mutual interests and geographic coverage overlapped. This complementary relationship---owed to the persistent efforts by CDLO's Contracting Officer's Representative (COR) and Senior Technical team to make things happen---has resulted in a wide range of successful and promising collaborative efforts, both at the national and regional levels.

Throughout FY2019, USAID and CDLO sought to define concrete opportunities to complement or initiate rural interventions to bolster GOC policies or initiatives such as Plan Antioquia, the Agencia de Renovación del Territorio (ART), and the Programa Nacional Integral de Sustitución de Cultivos Ilícitos (PNIS). Under the CDLO methodology and criteria for activity/corridor selection, institutional co-management has been a key factor for structuring the program's portfolio in its different regions. There are institutions that stand out in this exercise, among which are ART, the Servicio Nacional de Aprendizaje (SENA), Corporaciones Autónomas Regionales, Gobernación de Cauca and Putumayo, among others.

CDLO teams have experienced excellent coordination and implementation success with ART. With its current activity portfolio, CDLO will leverage over [REDACTED] in ART resources for the construction of small infrastructure projects for the improvement of tertiary roads. These activities are tied directly to CDLO's Objective 2: Community organizations engaged in the provision of public services and improvement and maintenance of infrastructure in conflict affected regions. As well, working within ART's 50/51 Plan and the Pequeña Infraestructura Comunitaria (PIC) initiative, 14 activities are currently under implementation across four regions (North, Southwest, Central Meta-Guaviare, and Central Caquetá) worth a total value of [REDACTED] (including the contributions from ART and CDLO).

Throughout FY2019 similar synergies have come to fruition with key GOC institutions, including the Consejería para la Estabilización y Consolidación, the Órgano Colegiado de Administración y Decisión Paz (OCAD PAZ), ART, and PNIS. With ART and PNIS planning pilot initiatives advanced in Putumayo and future pilot possibilities were explored in El Tambo and Argelia. However, several meetings with representatives of both ART and PNIS conducted at CDLO's Bogota offices revealed that, while the enthusiasm for these initiatives is real, both ART and PNIS are facing internal bureaucratic issues that are inhibiting them from acting upon proposed activities on the scale they had envisioned. CDLO continues to work with these institutions at the national and regional levels to identify initiatives where complementarity can be achieved.

During FY2019 the Annual Program Statement (APS - See Section 2.3) continued to play a key role in identifying and providing grants to organizations that bring technical assistance to CBOs or associations. CDLO APS grantees continued to be supported by specialized teams of social, financial and engineering specialists provided by CONSUCOL, CDLO's lead subcontractor. CDLO's initial APS expired during Quarter 2 (February 5, 2019), however the program continued to focus primarily on strengthening Juntas de Acción Comunes (JACs) tasked with implementing the many small infrastructure activities throughout CDLO regions. Recognizing that the selected local JACs have limited previous experience related to USAID financial and contractual compliance, CDLO regional staff and technical assistance teams and CONSUCOL teams continued to help to strengthen participating groups in areas of contract management, financial accountability and fulfillment of necessary legal and regulatory requirements (such as obtaining DUNS numbers and SAM registrations to comply with U.S. business and anti-terrorism regulations) in lockstep with overall activity ficha development and implementation.

By the end of Quarter 4, 64 activities had been supported by CDLO, of which 18 were related to small infrastructure construction. The table below summarizes the activities in FY2019 by component, and shows the amount committed by CDLO, as well as the public-private amounts that were leveraged.

<b>CDLO Activities Summary in FY2019</b>			
<b>Component</b>	<b>Number of Activities Approved or Under Implementation</b>	<b>Public Private Leveraging (\$USD)</b>	<b>CDLO Amount Committed (USD \$)</b>
<b>1. Organizational Strengthening</b>	6	[REDACTED]	[REDACTED]
<b>2. Infrastructure</b>	18		
<b>3. Economic Context</b>	32		
<b>4. Multilevel Dialogue</b>	8		
<b>Total</b>	<b>64</b>		

## 2.0 ACTIVITY PROGRESS TOWARD OBJECTIVES

### 2.1 SUMMARY OF COMPLETED ADMINISTRATIVE ACTIONS

During the first quarter, the Bogotá-based Senior Management Team conducted regular travel to CDLO's four regional offices in continued efforts to strengthen and expand the regional teams' fundamental understanding of the program's methodology, overall objectives and contractual/compliance/financial and MEL procedures. These visits have accelerated activity implementation and contributed to a more cohesive and coherent approach to corridor activity development---demonstrated by CDLO's total Q1 disbursements of ██████████, meeting projections despite a strengthening dollar.

During the first quarter of FY2019 CDLO submitted its CDLO Annual Performance Report: October 2017-September 2018 for approval by USAID. In addition to this deliverable, several ad-hoc papers and progress reports were completed for USAID including background information for USAID's Biannual Portfolio Review held in November 2019.

During the second quarter, CDLO met disbursement goals for the quarter through ramped-up activities and performance. Overall disbursements for the quarter reached ██████████.

During the third quarter and fourth quarters, CDLO met quarterly disbursement goals (USAID Projected Expenditure Reports) through an accelerated approval process of proposed activities and maturing performance of regional staff. CDLO's overall disbursements for the quarters reached ██████████ and ██████████, respectively.

During the final quarter two important events occurred: first, the decision was made to begin programming in Norte de Santander region of Catatumbo and, second, CDLO conducted a contractually mandated Quarterly Strategic Review for July 10-11, 2019 with a principle objective of:

- Presenting an overview of progress against CDLO's FY2019 AWP;
- Reviewing and discussing field-based experiences, challenges and solutions related to implementation of program activities over the past three quarters, and;
- Reflecting on viable and innovative proposals and direction for each region for programming of FY2020 AWP activities.

A detailed summary of the QSR event can be found in Section 2.8.

### 2.2 REGIONAL OFFICES AND STAFFING

By the end of Quarter 4, all regional offices were fully operational except for Granada. CDLO continues to recruit consultants needed to support specific programming strategies that generate broader, more territorial focused *ficha* development in the field.

CDLO replaced the vacant Communications and Outreach Specialist position with a new Communications Director, who was onboarded on June 12th. On September 23<sup>rd</sup> support to the Contracts and Grants Unit was bolstered by the hiring of an additional Contracts and Grants Specialist. Finally, a Financial Assistant was onboarded on August 14, 2019.

Regarding field office staffing, recruiting efforts to fill the Regional Coordinator position in Granada (Meta-Guaviare region) continued into the fourth quarter after the departure for personal reasons of the former coordinator on May 31<sup>st</sup>. An Economic Development Specialist was onboarded in the

Florencia regional office on September 16<sup>th</sup>. [REDACTED] assumed *Enlace Comunitario* responsibilities on September 2<sup>nd</sup> and [REDACTED] filled the vacant Finance and Administration Specialist position in Monteria.

## 2.3 ANNUAL PROGRAM STATEMENT

Throughout FY2019, as part of CDLO’s integrated approach, the APS played a critical role in identifying and providing grants to organizations (local solution partners [LSPs]) that bring technical assistance to CBOs or associations in need of organizational strengthening. During FY2019, all CDLO regions saw a sharp uptick in LSP interventions with previously approved grants. The LSPs focused on activities for which JACs and CBOs developed work plans and promoted a “culture of legality” through organizational capacity building and communication workshops/trainings. CDLO’s initial APS expired during Quarter 2 (February 5, 2019).

In FY2020 CDLO’s APS window for application was open from October 1, 2018 until February 5, 2019 during which time a total of 72 proposals were received. After preliminary filtering and a rigorous evaluation process six (6) proposals moved on to award for a total value of [REDACTED], or [REDACTED] using an average exchange rate of [REDACTED].

Awardee	Amount (COP\$)	Start Date	End Date	Region	Component
FUNDACION KOB B	[REDACTED]	Oct 17, 2018	Dec 19, 2019	SUROCCIDENTE: NARIÑO - CAUCA - PUTUMAYO	4) CREATING DIALOGUE MECHANISMS
FUNDACION PARA LA INVERSION SOCIAL	[REDACTED]	Nov 30, 2018	Apr 01, 2020	NACIONAL	2) IMPROVING PUBLIC SERVICES & INFRASTRUCTURE
FUNDACION PALMA CHONTA	[REDACTED]	Nov 15, 2018	May 15, 2020	SUROCCIDENTE: NARIÑO - CAUCA - PUTUMAYO	3) ACCELERATING SOCIO-ECONOMIC DEVELOPMENT
CORPORACIÓN BIOCOMERCIO SOSTENIBLE	[REDACTED]	Nov 13, 2018	Nov 12, 2020	CENTRAL: META - GUAVIARE	3) ACCELERATING SOCIO-ECONOMIC DEVELOPMENT
SELVA NEVADA SAS	[REDACTED]	Dec 06, 2018	Jun 06, 2020	CENTRAL: CAQUETÁ	1) STRENGTHENING COMMUNITY ORGANIZATIONS
FUNDACIÓN PARA EL DESARROLLO TERRITORIAL Y COMUNITARIO - PROTERRITORIO	[REDACTED]	Mar 13, 2019	Sep 13, 2020	NORTE: ANTIOQUIA - CÓRDOBA	3) ACCELERATING SOCIO-ECONOMIC DEVELOPMENT
<b>Total</b>	<b>4,844,745,099</b>				

Furthermore, during the reporting period the APS was a key part of CDLO’s strategy to identify and increase participation by regional organizations and LSPs, which is essential to achieve the territorial coverage and depth of technical assistance required to satisfy CDLO’s contractual expectations. It was also a key vehicle to develop strategic partnerships and award high-value grants to LSPs that support the implementation of CDLO’s territorial approach and strategy. A new APS is expected to be launched in FY2020. CDLO’s AWP 2020 will build directly upon this foundation to expand, to the extent possible, programming across regions of coverage.

## 2.4 ESPACIOS TERRITORIALES DE EVALUACIÓN (ETEs)

Despite setbacks resulting from the United States Government (USG) shutdown and widespread security issues, in the first and second quarters, 20 ETEs were convened during FY2019 with an estimated 500 participants, representing producer associations or organizations, public institutions ranging from departmental governments to local municipality officials, women's organizations, youth organizations, and participating partners from the private sector.

The ETE process is carried out by Senior Technical Staff, *Enlaces Territoriales* and *Enlaces Comunitarios* working closely with departmental government officials, municipal administrations, local CBOs, JACs, and USAID IPs/international donor organizations at the community/ municipal/ departmental level as appropriate.

ETEs have proven to be a key mechanism to promote multilevel dialogue in the CDLO territories, as they promote the creation and strengthening of a collective and shared territorial development vision by communities and respective institutions, CBO and private-sector stakeholders. Given the importance of ETE processes in CDLO's methodological toolbox, CDLO will build on experiences from FY2019 and make adjustments necessary to improve the outcomes of these processes. In Quarter 4, the CDLO technical team, met to discuss potential changes to improve *ficha* development.<sup>3</sup>

---

<sup>3</sup> This was proposed to USAID in the CDLO AWP 2020.

**Table 2.1 CDLO Espacios Territoriales de Evaluación (ETEs) Conducted During Quarter 4 FY2019**

Region	Corridor	Department	Municipality	ETE Date	Approval	Activity Code	Activity	CDLO Activity Amount (US\$)
Southwest	CAUNAPI - LA ESPRIELLA	Nariño	Tumaco	7/2/2019	TBD	ECO-0126-01	MAR DE OPORTUNIDADES	
				7/2/2019	8/2/2019	INF-0126-03	INFRAESTRUCTURA: ADECUACION LABORATORIO CREATIVO Y EMPRESARIAL	
				7/2/2019	8/2/2019	ECO-0126-04	DINÁMICA INTEGRAL DE EMPLEABILIDAD	
Northern	CUENCA DEL RÍO CAUCA	Antioquia	Briceño	8/9/2019	6/13/2019	INF-0106-01	MOVILIDAD PARA EL DESARROLLO	
				8/9/2019	8/29/2019	INF-0100-01	CONECTANDO LA CUENCA DEL RIO CAUCA	
				8/9/2019	8/29/2019	ECO-0100-02	BRICEÑO ESCRIBE UNA NUEVA HISTORIA CON AROMA DE CAFÉ	
				8/9/2019	8/29/2019	COM-0100-04	CONECTADOS AL MUNDO	
Central: Meta Guaviare	TROCHA GANADERA, UNILLA - LA LIBERTAD - LAS DAMAS	Guaviare	Calamar, San José del Gaviare	8/20/2019	9/3/2019	INF-0047-02	CAMINANDO EL TERRITORIO	
	SERRANÍA LA LINDOSA - EL CAPRICHIO, TROCHA GANADERA, UNILLA - LA LIBERTAD - LAS DAMAS		Calamar, El Retorno, San José del Gaviare	8/20/2019	9/3/2019	COM-0047-03	COLECTIVOS DE COMUNICACIONES DEL GUAVIARE - LA RUTA	
			El Retorno, San José del Gaviare	8/20/2019	9/3/2019	ECO-0129-05	GUAVIARE: TURISMO COMUNITARIO Y DESARROLLO SOSTENIBLE	
			Calamar, El Retorno, San José del Gaviare	8/20/2019	9/3/2019	ECO-0044-04	ESCUELA DE RAYADORES DE CAUCHO	
<b>Total</b>								

**Note:** CDLO has held a total of 34 ETEs; 20 during FY 2019 and 14 ETEs during FY 2018.



## 2.5 CONTINUED COLLABORATION WITH RELEVANT STAKEHOLDERS

Given the integrated nature of CDLO's mandate, there is an inherent and continuous need for the program to achieve complementarity with existing USAID programs, other donor community programs as well as national, departmental and municipal institutions with a shared territorial presence. This approach of articulating efforts and building collectively with other strategic partners and with the communities continues to be essential for strengthening interventions in the territory and for ensuring their sustainability.

Throughout the second year of program implementation senior CDLO staff continued to identify opportunities to collaborate and achieve complementarity with existing USAID programs, other donor community programs as well as national, departmental and municipal institutions with a shared territorial presence.

In coordination with the Fintrac-implemented Programa de Alianzas Comerciales (PAC), CDLO participated in a radio program called "Tierra de Sueños," broadcasted by RCN Radio. The program is aimed at strengthening the technical and commercial knowledge of rural producers and companies, helping to position Colombia's rural sector as a sustainable and inclusive engine for its development. RCN Radio is one of the main communication channels for rural producers in Colombia reaching 871 municipalities in 23 departments with a daily audience of 945,000 listeners. In September, the first broadcast of our program entitled "Where there was coca, now there is cocoa" was aired, with interviews on the progress made possible through CDLO's innovative activities for the cocoa chain.

In July 2019, CDLO participated in USAID's partners meeting where 11 young people from the Municipality of Tumaco and members of the "Ecos del Pacifico" activity implemented by the Palma Chonta Foundation made a presentation of traditional music from the Pacific. The Vice President of the Republic, who attended the event, invited this group of young people to a breakfast the next day and a tour of the Presidential House, known as the Casa de Nariño.

In the North region, CDLO continued to participate in the joint roundtables with the Iniciativa de Finanzas Rurales (IFR), Justice for a Sustainable Peace (JSP) and PAC programs during FY2019, in order to coordinate integrated actions in the Juan Jose corregimiento of Puerto Libertador. Additionally, with the OTI Colombia Transforma program, progress continues to be made in coordinating joint activities for the Municipality of Cáceres.

In the Central-Caquetá region, during FY2019 coordination activities continued with INL for the implementation of the dairy chain activity in La Montañita corridor. INL is supporting the strengthening of the ASPAGROEMPT organization in good milking techniques, while CDLO is seeking to establish an alliance with the private sector to improve cheese quality and respond to private sector demands (Mark Rausch, Rafael Forero).

Notable examples of effective coordination and collaboration during FY2019 are described below.

### Southwest:

- In the second quarter Programa de Inclusión para la Paz (IPA) worked with CDLO to complement activities centered on jewelry production in Guapi. IPA has participated in CDLO ETE events.
- Programa Fortaleciendo – in the second quarter Pastoral Social has complemented CDLO activities aimed at youth in Guapi that focus on youth musical training.
- During the second quarter, in Tumaco, ART conducted meetings with leaders of international assistance programs, eight (8) of which are USAID-funded, with a purpose of coordinating

development efforts across the Pacific coast. ART has asked for CDLO, IPA and OIM participation in their proposed coordination roundtable.

- In the third quarter CDLO worked closely with PAC on a complementary intervention in El Tambo, Cauca that promotes economic opportunities within the Dos Quebradas - Quilcagé Corridor. To enhance productive potential of this corridor, PAC is supporting local producer organizations such as PROAGROTAM, ASMUCAFÉ and NUEVO FUTURO in the areas of commercialization and marketing of milk and coffee products while CDLO provides technical assistance to: the APACH organization to market a production line of chontaduro; ASOTURT (Bioextremo and Tamboextremo) in promotion of community-based tourism, and; AGROARTE to increase sales of locally handcrafted silk products.

#### **Central – Meta/Guaviare**

- During the first quarter, in Meta's municipality of Puerto Rico, CDLO delivered the studies and designs for a cocoa collection center requested by APROCACAO (Cacao Producers Association), the PAC and ART. These studies and designs are part of a collaborative effort to assist APROCACAO. CDLO's efforts complement the contributions of PAC and ART to advance in the construction of the collection center.
- With USAID IP Programa de Alianzas para la Reconciliación (PAR), within the framework of the Red de Jóvenes Reporteros activity under implementation in the municipality of Puerto Rico (Meta), PAR and CDLO in the second quarter conducted a joint informational and feedback session with youth participants to introduce the next phase of collaboration of this joint effort.
- During the third and fourth quarters, CDLO collaborated with the GIZ to promote multi-level dialogue spaces related to upcoming municipal elections. Under the partnership, GIZ promoted debates with current candidates in the municipality of Puerto Rico and CDLO, working with its APS implementor, CLAP communications collective (a LSP), led an initiative to publicly elucidate different municipal proposals impacting territorial policy.
- Consistent with CDLO's community tourism strategy targeting the Sierra de la Macarena route, collaboration with PAR was notable during the third quarter. Working with PAR yielded coordination on key actions to strengthen this touristic route, including strategic tourism planning for which PAR will assign two professionals who will provide technical assistance related to the subject matter.
- Also, in the third quarter along with GIZ and the AMPAZ program, CDLO is conducting complementary activities in Puerto Rico-Meta to strengthen the APROCACAO producer association by following guidelines and suggestions provided by the IC Fundación. This complementary action is acting upon recommendations to create micro-centers to enhance business profitability.

#### **Central – Caquetá**

- During the third and fourth quarters, CDLO worked with PAC in complementary actions in assistance to the New Cocoa Aroma activity. The complementary actions ranged from on-farm support and implementation of good cultural practices for crops to improving overall productivity. Likewise, the intervention seeks to strengthen logistical support for transporting cacao by-products from farm to profit centers. This support includes synchronizing transport with local harvest schedules and milk routes.
- During the third and fourth quarters CDLO continued to work with the UNDP and INL program in the municipality of La Montañita to improve road access for the ASOAGROEMPT producer association. Plans of this collaborative effort include the design of a sustainable productive model for the associates, many of whom are potential CDLO beneficiaries. The activity also seeks to strengthen commercial ties for future sales of a proposed rural cheese factory school which is being supported by the departmental livestock committee.

## **Northeast – Norte de Santander (Catatumbo)**

- As part of its entry strategy in Catatumbo, in the third and fourth quarters CDLO explored initial activities to start building trust in the territory while maintaining a low profile. Currently there is no intention of opening a regional office in the area, but key support personnel have been hired to undertake scoping and strategic mapping exercises to identify and develop corridor activities.
- As a result of the first two months working to analyze territorial conditions in the Catatumbo region and the first field visits, it has been possible to identify initial actions for Objectives 2 and 3 of the program. CDLO has engaged with potential partners in the territory, including institutions, CBOs and producer associations (coffee, cocoa and short-cycle products). Given the current extreme insecurity conditions in the region, the weak institutional presence and a low level of public investments, which according to the Association of Municipalities of Catatumbo has been very precarious in the last four years, it is necessary to consider a scaled-up strategy that minimizes risks while securing viable counterpart resources.
- Activities in FY2020 are targeting four (4) of the six (6) municipalities covered by the program in this region (El Carmen, Convention, El Tarra and Teorama). Two activities are planned to be submitted for approval in the first quarter of FY2020.
- Ultimately, the number and extent of FY2020 interventions and activities in Catatumbo will be determined by economic and security conditions.

## **2.6 MAPPING AND CHARACTERIZATION OF CORRIDORS EXERCISE**

For the CDLO program, the key to identifying and developing territorial corridors is contact and engagement with communities to recognize local assets and dynamics, build trust, generate legitimacy, reinforce cooperation, and deliver coherent activity development at critical points, with emphasis on participation, social cohesion, and community oversight in these processes. Corridor development emphasis centers on the provision of public goods and services with a purpose of encouraging increased participation and involvement of communities in planning and implementing processes that promote the strengthening and permanence of the State through interconnected policy actions to stabilize the territories.

The territorial mapping exercise is an on-going process and continues to be developed as CDLO regional teams, working hand-in-glove with Bogotá based senior technical, contracts and financial experts, immerse themselves in the territories and gather more information on identification of possible corridors to amplify CDLO's territorial scope. In addition, the base-line study conducted by Olgoonik--- which included information from USAID's Colombia Evaluation and Analysis for Learning (EVAL) team--- now provides concrete data that are important for the development of integrated corridor activities that address unique or localized socio-economic dynamics.

Notable during Q3 and Q4 was the first mapping and characterizations exercises that have begun in Norte de Santander after the directive by USAID in mid-May to begin programming in the Catatumbo region. These initial mapping a characterization exercises were conducted by Senior Technical Advisors, dedicated consultant to Catatumbo and CDLO's Security Advisor. The CDLO team received a comprehensive and valuable orientation by OTI staff members familiar with the region during coordination meetings both in Bogota and in Catatumbo where OTI provided important introductions to key players in the region.

## 2.7 LIST OF SERVICES/DELIVERABLES COMPLETED IN THE REPORTING PERIOD

Deliverable	Last Submission Date	Date of Approval
Annual Work Plan FY2019	October 19, 2018	October 25, 2018
Communications and Outreach Plan FY2019	February 15, 2019	February 20, 2019
Bimonthly e-newsletter July-August 2018	January 25, 2019	March 28, 2019
Annual Performance Report FY2018	December 21, 2018	December 26, 2018
Annual Inventory FY2019	November 30, 2018	December 3, 2018
Bimonthly e-newsletter September-October 2018	January 28, 2019	March 28, 2019
Bimonthly e-newsletter November-December 2018	January 11, 2019	January 18, 2019
Quarterly Performance Report Q1FY19	March 7, 2019	March 28, 2019
Bimonthly e-newsletter January-February 2019*	June 14, 2019	June 14, 2019
Revised AMELP	April 10, 2019	April 11, 2019
Quarterly Performance Report Q2 FY19	May 27, 2019	June 5, 2019
Quarterly Performance Report Q3 FY19	September 4, 2019	September 10, 2019
Annual Performance Report FY2019	October 25, 2019	TBD
Annual Work Plan FY2020	September 26, 2019	September 26, 2019
Communications and Outreach Plan FY2020	October 21, 2019	TBD

Note: CDLO will submit overdue Bimonthly e-newsletters (3) for March-April, May-June, July-August 2019 in Q1 of FY2020.

## 2.8 EXPLANATION OF QUANTIFIABLE OUTPUTS OF THE TASKS, IF APPROPRIATE AND APPLICABLE

### Quarterly Strategic Review (QSR)

On July 11 and 12, 2019 a QSR was held in Cali, Colombia with all CDLO personnel, including staff from the regional offices, as well as CDLO's USAID COR and USAID AA Specialist and partners (CONSUCOL and Segura). The two-day agenda was divided into five sections: 1) Introduction and overview; 2) Current implementation; 3) Looking ahead to Year 3; 4) Communication and Multi level dialogue; and 5) Finance contracts and grants.

The QSR was an opportunity to reflect on progress made and identify lessons learned after almost 2 years of project implementation. The CDLO team benefited from this discussion for strategic thinking, expanded collaboration and cohesion, and managing challenges innovatively.

The first session, served as an introduction and set the stage, by discussing the validity of CDLO's Theory of Change. CDLO continues to make progress towards the contract's main objectives, promoting a collective vision of territorial alternative and rural development wherein rural citizens function as effective partners with the public and private sectors. The CDLO team recognized the importance of having this vision as the basis for planning future activities and implementing current ones.

There was also a reaffirmation that the first step to coordinate efforts between communities and institutions continues to be the ETEs. These are strategic means to engage territorial stakeholders and discuss shared visions for the territory and development strategies. In a sense, ETEs form the basis of a multi-level dialogue and shared territorial vision. The challenge once ETEs take place is two-fold. First, technically ensuring that activities and actions are integral, functional, and sustainable. Second, operationally to ensure process is agile and able to be flexible to changing circumstances and context.

The second session was dedicated to share lessons learned of current implementation by region. Overall, activities across regions continue to ramp-up, despite challenges related to security conditions, delays in procuring leveraged funding from public institutions, interim leaderships in some local governments, social strikes, and natural disasters. Each regional office has had to adjust and adapt the strategy to the conditions in the territory. Despite the changing context, CDLO regional offices have managed to line up significant activities in support of the local governments, civil society, and in partnership with private sector actors. Through regional offices, new municipalities and corridors are being reached in a concerted and participatory manner as per CDLO's implementation methodology.

The third session discussed the plans for the program's Year 3. This is a key year for implementation and to harvest the efforts invested in setting participatory approaches and a territorial vision with communities. Year 3 will involve on the one hand, completing, consolidating and expanding current activities, and on the other, capturing new opportunities, expanding geographic coverage, and promoting new economic development endeavors. Given the integrated nature of CDLO's mandate, CDLO will also continue to seek complementarity with existing USAID programs and IPs, other donor community programs, as well as national, departmental and municipal institutions with a shared territorial presence.

Several challenges will condition CDLO activities in FY20. For example, a key event is the local elections to be held in October 2019 and the installation process of new authorities in January 2020. Both could delay and disrupt decisions and commitments from local government counterparts. Another one is to sustain strategic engagement and strengthening territorial alliances with national government entities that operate in the territories such as, ART, PNIS, ADR, ANT, SENA, but also with territorially-based entities such as the Consejos Municipales de Desarrollo Rural (Municipal Councils for Rural Development), JACs, PDETs, Mesas de Dialogo Temáticas (thematic based dialogue meetings), to name but a few.

After discussing Y3 planning, the QSR focused on the Communication and Multi-Level dialogue topic. CDLO staff discussed how to transition from ETEs to Multi-Level Dialogues. Translating ETE discussions into robust and scalable strategic activities involves working with post conflict communities to strengthen them to participate and engage with public and private sectors in territorial development policy issues. In a first stage, the ETEs are meant to help spark that progression in the dialogue in the territory, and through communication products (newsletters, infographics, videos) and strategic messaging, tell the CDLO story. In a second stage, Multi-level dialogues are cross-cutting and complementing efforts to strengthen spaces for discussion, negotiations and community participation, to promote dialogue and find synergies between communities and the public and the private sectors, and to promote a collective development territorial vision.

The last thematic section of the QSR focused on providing an overview of grants and contracts. CDLO continues the issuance of multiple grants and construction subcontracts through its three-window methodological approach. The team has worked hard to reduce and streamline approval times.

## 2.9 DESCRIPTION OF ANY SHORT-TERM CONSULTANTS' PROGRESS AND OBSERVATIONS, IDENTIFYING ANY SIGNIFICANT ISSUES, AND A DESCRIPTION OF FOLLOW-ON INTERVENTIONS

During FY2019 the following Short-Term Consultants provided technical support to CDLO activities both in the field and Bogota office:

**[REDACTED]**: GIS Specialist

Period	Hours	Days
18 Sept - 16 Oct /18	96	12
17 Oct - 23 Nov /18	120	15
April 11 – 30 /19	96	12
May 1-30/19	168	21
Jun 1-30/19	152	19
Jul 1-30/19	104	13
August 1-30/19	160	20
September 1-30/19	168	21

**[REDACTED]**: Economic Development

Period	Hours	Days
October 1 – 30/18	176	22
November 1-30/18	160	20
December 1 – 30/18	160	20
January 1-30/19	168	21

**[REDACTED]**: Infrastructural Advisor

Period	Hours	Days
January 21 -31/19	72	9
February 1 – 28/19	168	21
March 1 -30/19	160	20
April 1-30/19	160	20
May 1-30/19	160	20
Jun 1-30/19	160	20
Jul 1-30/19	104	13

**[REDACTED] : Graphic Designer**

Period	Hours	Days
October 1 – 30/18	35	4.38
November 1-30/18	66	8.25
January 1-30/19	35	4.38
March 1-30/19	16	2
April 1-30/19	22	2.75

**[REDACTED] : Economic Development Advisor**

Period	Hours	Days
October 17 – 31/18	88	11
November 1-30/18	160	20
December 1-30/18	160	20
January 1-30/19	168	21
February 1-28/19	160	20
March 1-3/19	160	20
April 1- May 3/19	144	18
May 8 – Jun 5/19	160	20

**[REDACTED]**

Period	Hours	Days
Jun 17 – 30/19	72	9
July 1-30/19	176	22
August 1 – 30/19	160	20

**[REDACTED]**

Period	Hours	Days
July 17 – 31/19	232	29
August 1-30/19	160	20
September 1 – 30/19	168	21

Period	Hours	Days
Jun 25 – 30/19	32	4
July 1-30/19	176	22
August 1-30/19	160	20
September 1 – 30/19	168	21

Period	Hours	Days
July 23- August 31/19	216	27
August 1-30/19	160	20
September 1 – 30/19	168	21

In the first quarter (November), [REDACTED], Tetra Tech/ARD Home Office Grants Manager for CDLO traveled to Colombia to gain a better understanding of the existing program and any challenges to help streamline processes and position the CDLO team to quickly and compliantly issue its [REDACTED] grants fund. Additionally, [REDACTED] assisted the CDLO grants team to push out several pending grants, reviewed the Mission system to monitor progress from the Home Office, and conducted a compliance review of existing grants. She also assisted the team in Bogota in finalizing several grant packages for submission to USAID. She was also able to review various steps of the grant cycle and worked in several fronts, such as: how to further streamline the APS review process; review and revise Cost Analysis documentation; update the Grant Management Plan; review the filing systems for compliance; financial tracking; and analyze how and what to further delegate to the field office team.

At the end of the second quarter, Tetra Tech ARD Home Office initiated an Internal Compliance Review of CDLO. This is a standard internal procedure that helps identify and mitigate risks, measures the effectiveness of internal controls, and ensures compliance with USAID rules and regulations as well as Tetra Tech ARD policies and procedures, contract requirements and U.S. and host country laws. In that context, in March, [REDACTED], Tetra Tech/ARD Internal Compliance Officer and [REDACTED], Tetra Tech ARD Associate, traveled to Colombia for a three-week STTA. [REDACTED] also worked with CDLO's Finance Department to ensure the project's financial systems were properly interfacing with Tetra Tech ARD's systems. All costs of this STTA were borne by the Tetra Tech's ARD Home Office in Burlington.

In the third quarter, [REDACTED], Tetra Tech ARD Communications Consultant provided a two-week STTA in early April in which, over the course of her consultancy, she worked with CDLO to identify communication barriers, challenges, and corresponding solutions. Her final internal report contains templates, guidelines, and graphics that will help the project operationalize the communications strategy. All costs of this STTA were borne by the Tetra Tech's ARD Home Office in Burlington.

In the fourth quarter, Tetra Tech ARD Home Office Senior Associate and CDLO Project Manager [REDACTED] traveled to Colombia to provide Home Office technical oversight to CDLO in meeting contractual requirements and deliverables, in the context of the elaboration of the Year 3 AWP. He also participated in CDLO's Year 3 Work Planning and Strategic Review activities. He also worked with



CDLO Senior Management team to develop CDLO's Management Transition Plan to submit to USAID for review and comment.

## **2.10 THE STATUS OF REQUIRED AUDIT PROCESSES INCLUDING FOR SUB-AWARDEES, IF APPLICABLE**

N/A

## **2.11 STATUS OF IMPLEMENTING THE CONDITIONS OF THE IEE**

At the onset of CDLO project implementation, the program leveraged its Mission platform to create and warehouse activities as well as an environmental spreadsheet to ensure compliance with environmental regulations. CDLO's Environmental Coordinator provided virtual training for regional offices on USAID Environmental Regulations, Categorical Exclusions, and Colombian Environmental Regulations. The work on CDLO's Mission platform continues to facilitate the creation and environmental review of activities through USAID's MONITOR platform, where environmental approvals must be obtained for each activity.

During FY2019, in compliance with regulation 216, the following environmental requests were submitted to USAID for approval for activities under CDLO. Using the MONITOR platform, the submissions were as follows:

- 32 Categorical Exclusions were requested and 32 were obtained.
- 29 Environmental Reviews were submitted and 29 were obtained.

As of the end of FY2019, the environmental consulting contract with *Fundación Con Vida* to conduct required environmental visits and trainings of CDLO activities under environmental review, in compliance with regulation 216 resulted in the following:

- 47 Environmental training workshops/trainings conducted with JAC, construction workers and community beneficiaries for infrastructural projects currently under implementation in the departments of Guaviare, Putumayo, Caquetá, Cauca, Meta, Córdoba y Nariño for a total of 743 participants trained.
- 54 site visits to conduct monitoring of environmental compliance of infrastructural activities in the department of Guaviare, Putumayo, Caquetá, Cauca, Meta, Córdoba y Nariño.

Beyond these numbers, five (5) highlights related to environmental activities during FY2019 are detailed below:

### **Renewable energy**

- Autonomous photovoltaic solar systems, to support economic activities of community tourism, fishing, and piangua in Guapi and Timbiquí municipalities. The purpose of photovoltaic systems is to support water purification and/or refrigeration of fishery products in the municipalities of the Cauca coast, to guarantee the quality and freshness of food offered to tourists and the water used in preparing the products. Water is rainwater collected from the roofs of existing infrastructures and is made potable by purification systems that work from the electrical energy collected by the solar panels.
- Operation of the El Tambo Public Library. The installed photovoltaic solar system allows the library to maintain its service, even when the conventional energy system fails. It allows to obtain economic savings in the monthly billing of the public energy service.

## **Non-Timber Forest Products (PNMB)**

- The largest variety of PNMB (*Palmas de Asái, Moriche* and *Seje*) is concentrated in the Trocha Ganadera corridor in the department of Guaviare and is a transition zone between the Orinoquia and the Colombian Amazon, which makes it a protected area, with a restricted land use. The PNMB are a permitted product, which seek to generate licit economic opportunities, improve the quality of life of the producers (indigenous and peasant), energize the local economy and strengthen processes of environmental conservation of the territory.

## **Municipal solid waste management; “citizen culture” strategy”**

- Based on the design and implementation of a pedagogical and social mobilization strategy in the Tumaco, Puerto Asís and Puerto Libertador municipalities, to strengthen citizen confidence and social development, citizens in these territories selected as a common topic solid waste management. With the support of CORPOVISIONARIOS, an exercise in the construction of trust and consolidation of social capital was carried out under a “citizen culture” methodology. SENA, the Police and small companies dedicated to the management of recyclable solid waste participated in the exercise. The exercise had two objectives: to increase confidence levels and reduce garbage in its streets.

## **Small infrastructure works with good environmental practices that achieve**

- Significant decrease in discharges of trawling material to water sources, which prevents the elevation of river levels and mitigates the risk of flooding or torrential avenues.
- Absence of accidents at work thanks to the implementation of actions such as self-care, protection and safety at work.
- Compliance with the measures established in the Environmental Management Approach or EMA, despite the difficulties presented by the characteristics of the land, the effects of winter in many cases, and the distance of the urban area (to purchase materials and equipment), demonstrating the commitment of leaders and their communities in compliance with the small infrastructure works’ environmental requirements.

## **Concepts and procedures before Environmental Authorities**

In the integral exercise carried out by CDLO, during FY2019 it has accompanied the organizations to acquire the necessary knowledge to request different environmental permits for the execution of their small infrastructure works. JACs requested environmental concepts in Policarpa, Vista Hermosa, San José del Guaviare, El Retorno and Puerto Asís municipalities, for the construction of box culverts.

This support by CDLO ensured JACs and community organizations understand how to act environmentally responsibly and to properly complete reporting requirements under CDLO contracts.

## **2.12 THE USE OF U.S. SMALL AND DISADVANTAGED BUSINESS RELATIVE TO THE TARGET IDENTIFIED**

By the end of Year 2, CDLO was on track to fulfill its overall small business utilization (SBU) commitments having reached 39.6% of its overall target through current small business partners Segura Consulting and EWA Travel. SBU disbursements for the fourth quarter and Year 2 were ██████████ and ██████████ respectively and by the end of the FY19 total LOP SBU disbursements reached ██████████. CDLO continues to seek opportunities to partner with US-based small businesses for assignments that align with the program’s technical logic, particularly those that fall under the Subcontracting Plan’s Small Business Concerns subcategories. Depending on available funding, CLIN 002 may present an additional mechanism that CDLO can explore in order to fulfill its SBU requirements by the contract’s end date.

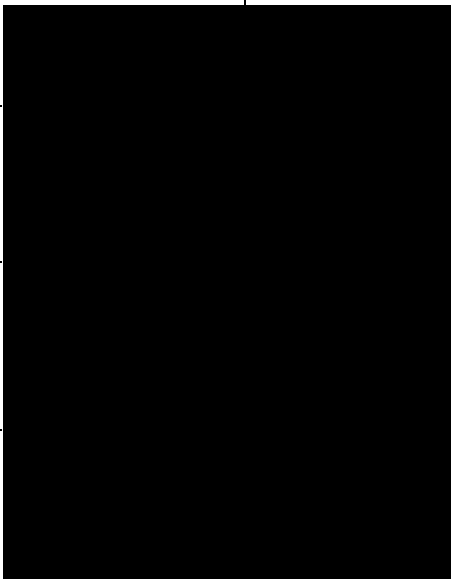
### **2.13 PROJECTED USAID APPROVALS, WAIVERS OR DEVIATION REQUESTS ANTICIPATED DURING THE NEXT QUARTER**

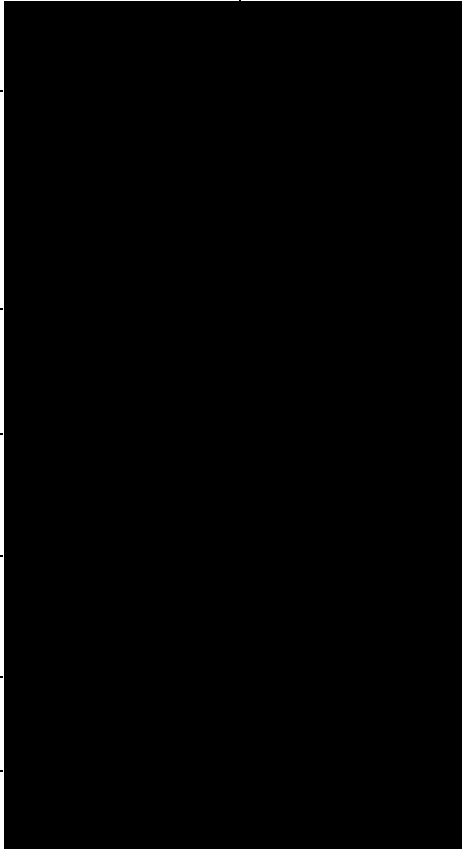
- Year 3 Communications and Outreach Plan (FY2020)
- Year 2 Annual Performance Report (October 2018-September 2019)
- Bi-monthly Newsletters (4 - March-April, May-June, July-August, September-October 2019)
- Annual Inventory Deliverable (2018-2019)
- Renewed CDLO Branding and Marking Waiver


## 3.0 SUMMARY OF CDLO INTERVENTIONS FOR FY2019

The following table presents an aggregated list of all CDLO interventions that are either approved, under implementation or in closeout through September 30, 2019. Please refer to Annex I for additional detail regarding these activities.

### 3.1 REGIONAL STATUS

SOUTHWEST								
	CORRIDOR	DEPT.	MUNICIPALITY	ACTIVITY TITLE	ACTIVITY DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$
1	TETHEYÉ-SANTANA	PUTUMAYO	PUERTO ASÍS	FORTALECIENDO LA CADENA DE VALOR DE ASAI	Improve the territory's economy and the generation of income of Asoparaiso by strengthening the Asai value chain and linking to markets.	IMPLEMENTATION		
2				VÍAS PARA POTENCIAR EL DESARROLLO	Promote economic and social dynamics in the productive line of sustainable use of Asai, present in the Santana-Puerto Vega-Teteyé corridor, by improving road connectivity in the area.	IMPLEMENTATION		
3	QUILCACÉ, CUATRO ESQUINAS, SAN JOAQUÍN, LOS ANAYES	CAUCA	EL TAMBO	PREFACTIBILIDAD PARA EL MEJORAMIENTO EN LA CONECTIVIDAD VIAL	Promote economic and social dynamics through the improvement of road connectivity by supporting prefeasibility studies and designs of new pedestrian and vehicular bridges.	IN CLOSEOUT		
4				BIBLIOTECA PUBLICA RURAL DE EL TAMBO	Strengthen value chains of the El Tambo municipality by improving the rural public library and generating conditions for training processes that promote income diversification, social cohesion and multilevel dialogues.	IMPLEMENTATION		

SOUTHWEST									
	CORRIDOR	DEPT.	MUNICIPALITY	ACTIVITY TITLE	ACTIVITY DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$	
5				TURISMO COMUNITARIO DE EL TAMBO	Strengthen tourism in the municipality of El Tambo as an alternative for income diversification and local economic development.	IMPLEMENTATION			
6				VÍAS PARA EL DESARROLLO EN EL TAMBO	Promote economic and social dynamics in activities such as tourism, creative economies and traditional production chains (especially chontaduro), present in the Quilcacé - La Gallera corridor, through the improvement of connectivity by intervening the road network.	IN CLOSEOUT			
7				FORTALECIMIENTO DE LA CADENA DE CHONTADURO	Promote the economy of the chontaduro in the corridor through organizational strengthening aimed at forming commercial alliances with private partners.	IMPLEMENTATION			
8				LABORATORIO DE ECONOMÍA CREATIVA Y DE INNOVACIÓN DE AGROARTE	Link AgroArte's silk and yarn fabrics to new specialized textile design market segments.	IMPLEMENTATION			
9				DEPORTES PARA LA PROMOCION SOCIAL Y ECONOMICA DE EL TAMBO	Promote social and economic development of youths through the sporting activities.	IMPLEMENTATION			
10			CULTURAL COSTA PACÍFICO	GUAPI, LOPEZ, TIMBIQUI	SONIDOS DEL PACÍFICO CAUCANO	Increase and diversify family incomes through the strengthening and promotion of musical ventures.			IMPLEMENTATION
11					HILANDO FILIGRANA CAUCANA	Diversify the income of local jewelers through organizational strengthening and strategic alliances.			IMPLEMENTATION

SOUTHWEST								
	CORRIDOR	DEPT.	MUNICIPALITY	ACTIVITY TITLE	ACTIVITY DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$
12				FORTALECIENDO LAS ECONOMÍAS TRADICIONALES DE PIANGUA Y PESCA	Promote socio-economic development, promote piangua and local fisheries through organizational innovation and Public-Private partnerships.	IMPLEMENTATION		
13			GUAPI, TIMBIQUI	TURISMO COMUNITARIO DE LA COSTA CAUCANA	Strengthen income diversification in the corridor through the implementation of a community, environmental, economic and culturally sustainable tourism strategy	IMPLEMENTATION		
14			LOPEZ, TIMBIQUI	INFRAESTRUCTURA DE MOVILIDAD EN ECONOMIAS DE PIANGUA-PESCA.	Promote economic and social dynamics of the traditional fishing economies through the improvement of road connectivity.	APPROVED		
15	EGIDO-MADRIGAL-RESTREPO-ALTAMIRA	NARIÑO	POLICARPA	FORTALECIMIENTO A LA CADENA DE VALOR DEL CAFÉ	Promote the reactivation of a legal economy and add value to the coffee production chain, through the organizational strengthening and insertion into special coffee markets.	IMPLEMENTATION		
16				VÍAS PARA EL FORTALECIMIENTO DE LA CADENA DEL CAFÉ	Promote economic and social dynamics in the coffee production chain, by improving connectivity by improving roads.	IMPLEMENTATION		
17				FORTALECIMIENTO GRUPOS DE COMUNICACIÓN ALTERNATIVOS JUVENILES	Strengthen youth groups through communications as an instrument of cohesion, incidence and social transformation.	APPROVED		
18	LA HORMIGA - LA DORADA, TETEYÉ-SANTANA, UMBRIA - LA ESPERANZA	PUTUMAYO	PUERTO ASIS, VALLE DEL GUAMUEZ, VILLAGARZON	FORTALECIENDO EL TURISMO EN EL MEDIO Y BAJO PUTUMAYO	Strengthen the cacao value chain to boost local economy and provide sustainable income generating activities for producers.	APPROVED		

SOUTHWEST										
	CORRIDOR	DEPT.	MUNICIPALITY	ACTIVITY TITLE	ACTIVITY DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$		
19	LA HORMIGA - LA DORADA		VALLE DEL GUAMUEZ	EL CACAO, FRUTO DE OPORTUNIDADES PARA EL PUTUMAYO	Improve organizational, industrial, post-harvest and competitiveness processes to reactivate the region's economy.	IMPLEMENTATION				
20	CHUGULDI	NARIÑO	SAMANIEGO	OPORTUNIDADES QUE PROMUEVEN EL DESARROLLO SOCIAL Y ECONÓMICO	Contribute to the Samaniego specialty coffee production chain through organizational, business, technical and commercial strengthening.	APPROVED				
21	CHUGULDI		SAMANIEGO	OPORTUNIDADES DE FORTALECIMIENTO - CADENA DE VALOR DE CAFÉ	Promote economic and social dynamics of the fruit and vegetable productive chain through the improvement of road connectivity.	APPROVED				
22	CHUGULDI		SAMANIEGO	VÍAS PARA EL FORTALECIMIENTO DE LA CADENA DE HORTALIZAS Y FR	Promote communication strategies and capacity building for integral development of Samaniego, through a Rural Public Library.	IMPLEMENTATION				
23	CHUGULDI		SAMANIEGO	BIBLIOTECA PÚBLICA RURAL PARA EL MUNICIPIO DE SAMANIEGO	Improve existing infrastructure to provide adequate spaces for technical training and cultural promotion of the Dos Quebradas - La Espriella corridor.	APPROVED				
24	CAUNAPI - LA ESPRIELLA		NARIÑO	TUMACO	INFRAESTRUCTURA: ADECUACION LABORATORIO CREATIVO Y EMPRESARIAL	Support local economic inclusion through income generating activities in the goods and services sector in Tumaco.			APPROVED	
25	CAUNAPI - LA ESPRIELLA	TUMACO		DINÁMICA INTEGRAL DE EMPLEABILIDAD	Support local economic inclusion through income generating activities in the goods and services sector in Tumaco.	IMPLEMENTATION				
<b>TOTAL SOUTHWEST</b>										



NORTH REGION								
	CORRIDOR	DEPT.	MUNICIPALITY	ACTIVITY TITLE	ACTIVITY DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$
26	MONTEBLANCO-LA SIBERIA	ANTIOQUIA	VALDIVIA	AUTONOMIA ECONOMICA PARA LAS MUJERES RURALES	Generate spaces for the collective construction of knowledge that contribute to the empowerment of rural women in the municipality of Valdivia.	IMPLEMENTATION	[REDACTED]	[REDACTED]
27	TIERRADENTRO - BOCAS DE TOLOBA	CÓRDOBA	MONTELÍBANO	PESCANDO OPORTUNIDADES	Fully improve the fish chain by strengthening both the association ASPROPISAT and the ACUICOOP cooperative in order for them to be effective business partners, so they can target quality and productivity as key areas of competitiveness of the fish chain in the region.	IMPLEMENTATION		
28			MONTELÍBANO	VISION CAMPO JOVEN	Empowerment of young people to participate in agro-industrial activities through the pedagogical activities to learn about the implementation of agricultural technology on fish farming and food production.	IN CLOSEOUT		
29	JUAN JOSE - LA RICA, TIERRADENTRO - BOCAS DE TOLOBA		MONTELÍBANO PUERTO LIBERTADOR	VÍAS QUE UNEN TERRITORIOS	Improve the socio-economic conditions of the communities by facilitating the connection between the Tierradentro corridor, the neighboring veredas and the municipalities of Montelíbano and Puerto Libertador of the department of Córdoba.	IN CLOSEOUT		
30	JUAN JOSE - LA RICA		PUERTO LIBERTADOR	MOVILIDAD PARA EL DESARROLLO	Increase market dynamics and access to services by improving the mobility in the existing road network.	IMPLEMENTATION		
31	SANTA ANA - CRUCITO		TIERRALTA	TIERRALTA DONDE FLUYE MIEL	Strengthen the technical, productive and business capacity of 3 bee-keeping organizations.	IMPLEMENTATION		

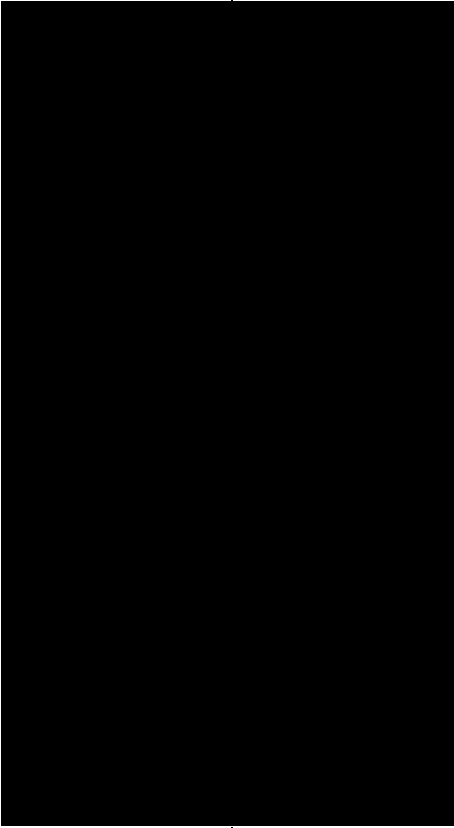


NORTH REGION								
	CORRIDOR	DEPT.	MUNICIPALITY	ACTIVITY TITLE	ACTIVITY DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$
32	JUAN JOSE - LA RICA		PUERTO LIBERTADOR	DESARROLLO PISCÍCOLA DE LA REGION	Strengthen the aquaculture production chain.	APPROVED		
33	VISTA HERMOSA - MARACAIBO - PIÑALITO		PUERTO LIBERTADOR, TIERRALTA	JUVENTUD Y LIDERAZGO	Promote dialogue and social capital and provide information of local productive activities, through the strengthening the Communication Collectives of the Tierralta and Puerto Libertador corridors.	APPROVED		
34	SANTA ANA - CRUCITO		TIERRALTA	RUTA DULCE	Reduce social and territorial inequality by improving road conditions.	IMPLEMENTATION		
35	CUENCA DEL RIO CAUCA	ANTIOQUIA	BRICEÑO	CONECTANDO LA CUENCA DEL RIO CAUCA	Improve the commercial and social dynamics of the corridor by improving existing tertiary road network between the municipal head of Briceño to the Palmichal village.	APPROVED		
36			BRICEÑO	BRICEÑO ESCRIBE UNA NUEVA HISTORIA CON AROMA DE CAFÉ	Strengthen the coffee value chain through the consolidation of a business model targeted towards reactivating licit economies and improving coffee grower income.	APPROVED		
37			BRICEÑO	CONECTADOS AL MUNDO	Provide digital connectivity to schools to improve capacities of the educational community in the implementation of beekeeping activities.	APPROVED		
<b>TOTAL NORTH (BAJO CAUCA ANTIOQUEÑO SUR DE CÓRDOBA)</b>								

CENTRAL META GUAVIARE REGION								
	CORRIDOR	DEPT.	MUNICIPALITY	ACTIVITY TITLE	ACTIVITY DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$
38	BARRANCO COLORADO	META	PUERTO RICO	ESTUDIOS Y DISEÑOS PARA LA CONSTRUCCION DE CENTRO DE ACOPIO	Support the realization of Studies and Designs for the construction of the cocoa collection center in the Barranco Colorado Corridor, as a projection strategy for the economic reactivation.	IN CLOSEOUT		
39	TURISMO SIERRA DE LA MACARENA		LA MACARENA	MACARENA UN DESTINO INTERNACIONAL	Improve tourism competitiveness of La Macarena through English training for local guides	APPROVED		
40				FORTALECIMIENTO A LOS DESTINOS TURÍSTICO RAUDAL Y CACHIVERA	Improve efficiency and quality in the provision of existing ecotourism services on the Raudal and Cachivera routes	IMPLEMENTATION		
41	TURISMO SIERRA DE LA MACARENA, VISTA HERMOSA - MARACAIBO - PIÑALITO		LA MACARENA, VISTA HERMOSA	ORDENAMIENTO Y PLANIFICACIÓN PARA EL TURISMO	Promote socio-economic development and environmental recovery through the implementation of a planning and tourism management strategy of the Hermosa-Macarena ecological path	APPROVED		
42			LA MACARENA, VISTA HERMOSA	FORTALECIMIENTO PARA EL DESARROLLO TURÍSTICO	Strengthen the nature tourism value chain through a community-based approach in La Macarena	APPROVED		
43	VISTA HERMOSA - MARACAIBO - PIÑALITO		VISTA HERMOSA	LLANO Y CAFÉ	Strengthen coffee competitiveness in the Vista Hermosa corridor – Maracaibo-Piñalito, through good agricultural practices focusing on quality and improved market access.	IMPLEMENTATION		
44				RUTA ECOLOGICA PARA EL DESARROLLO	Promote training processes and road improvements that strengthen capacities of JACs	IMPLEMENTATION		

CENTRAL META GUAVIARE REGION								
	CORRIDOR	DEPT.	MUNICIPALITY	ACTIVITY TITLE	ACTIVITY DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$
45	TROCHA GANADERA, UNILLA - LA LIBERTAD - LAS DAMAS	GUAVIARE	CALAMAR, SAN JOSE DEL GUAVIARE	CAMINANDO EL TERRITORIO	Optimize mobility and development, by improving the tertiary roads of the corridors to boost sustainable local economic development.	APPROVED		
46	SERRANÍA LA LINDOSA - EL CAPRICHIO, TROCHA GANADERA, UNILLA - LA LIBERTAD - LAS DAMAS		CALAMAR, EL RETORNO, SAN JOSE DEL GUAVIARE	COLECTIVOS DE COMUNICACIONES DEL GUAVIARE - LA RUTA	Promote territorial transformation through strategies involving collective participation and the dissemination of positive messages using communication tools.	APPROVED		
47			EL RETORNO, SAN JOSE DEL GUAVIARE	GUAVIARE: TURISMO COMUNITARIO Y DESARROLLO SOSTENIBLE	Strengthen the productive chain for the provision of specialized nature and community tourism services in the department of Guaviare.	APPROVED		
48			CALAMAR, EL RETORNO, SAN JOSE DEL GUAVIARE	ESCUELA DE RAYADORES DE CAUCHO	Improve natural rubber commercialization of in the department of Guaviare, through the generation of services and implementation of new commercial alliances for the socio-economic growth of families linked to the rubber chain at the regional level and National.	APPROVED		
<b>TOTAL CENTRAL META GUAVIARE</b>								

CENTRAL CAQUETA REGION								
	CORRIDOR	DEPT.	MUNICIPALITY	ACTIVITY TITLE	ACTIVITY DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$
49	RUTA DEL KOREGUAJE	CAQUETÁ	MILAN	DESARROLLANDO LA RUTA	Improve the connectivity of the four populated centers of San Antonio de Getuchá, Remolinos de Aricunti, La Illusion and Agua Blanca next to the Municipality of Milán-Caquetá.	IMPLEMENTATION		
50				JUVENTUD PRODUCTIVA	Promote and generate a culture of entrepreneurship among youths through product innovation in accordance with territorial productive vocation.	IMPLEMENTATION		
51	PIEDEMONTE SAN JOSÉ		SAN JOSE DEL FRAGUA	ACERCANDO LA RURALIDAD	Promote the empowerment and leadership of the communities in the management and provision of services that contribute to the improvement of rural communication in San José del Fragua.	IMPLEMENTATION		
52	TRIUNFO - UNIÓN PENEYA - MATEGUADUA		LA MONTAÑITA	CIRCUITOS VIALES PRODUCTIVOS	Improve the connectivity and mobility through tertiary road improvement.	IMPLEMENTATION		
53	PIEDEMONTE SAN JOSÉ		SAN JOSE DEL FRAGUA	UNA APUESTA PARA EL FUTURO	Contribute to regional economic reactivation through the competitive strengthening in the production and commercialization of bocadillo banana.	APPROVED		
54	TRIUNFO - UNIÓN PENEYA - MATEGUADUA		LA MONTAÑITA	ECONOMIAS SOSTENIBLES	Consolidate the dairy value chain through technical support aimed at maintaining good practices in cheese production and the construction of rural business skills.	APPROVED		
<b>TOTAL CENTRAL CAQUETÁ</b>								

NATIONAL/CROSS CUTTING								
	CORRIDOR	DEPT.	MUNICIPALITY	ACTIVITY TITLE	ACTIVITY DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$
55	CROSS-CUTTING	CROSS-CUTTING	CROSS-CUTTING	APOYO EVENTOS DE PLANEACION PARTICIPATIVA PDS	Support the logistics organization of the meetings, training and strategic events of the second level (municipal) of participatory planning in the PDET in coordination with the ART.	IN CLOSEOUT		
56	CROSS-CUTTING	PUTUMAYO	LEGUIZAMO, ORITO, PUERTO ASIS, PUERTO CAICEDO, PUERTO GUZMAN, SAN MIGUEL, VALLE DEL GUAMUEZ, VILLAGARZON	CAMPAÑA DE COMUNICACIÓN PEDAGÓGICA PUTUMAYO 2018-2019	Strengthen territorial social capital through pedagogical processes, to verify learning, the introspection of concepts, the understanding of communication networks in the territory and the creation of tools that energize these networks.	IMPLEMENTATION		
57	CROSS-CUTTING	LA MACARENA	LA MACARENA	TURISMO COMUNITARIO EN LA MACARENA META	Support the development of the community tourism sector as a diversified, complementary and sustainable source of income through legal activities such as promoting the conservation of the environment, biodiversity, cultures and traditions.	IMPLEMENTATION		
58	CROSS-CUTTING	CROSS-CUTTING	CROSS-CUTTING	ESTRATEGIA DE FORTALECIMIENTO A ORGANIZACIONES COMUNITARIAS	Strengthen the grassroots community organizations present in the CDLO corridors through a participatory methodology, allowing them to be effective partners and agents of change in the territories in the provision and maintenance of community infrastructure and related services.	IMPLEMENTATION		

NATIONAL/CROSS CUTTING								
	CORRIDOR	DEPT.	MUNICIPALITY	ACTIVITY TITLE	ACTIVITY DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$
59	CROSS-CUTTING	CROSS-CUTTING	CROSS-CUTTING	FORTALECIMIENTO CADENA VALOR NO MADERABLES DEL BOSQUE	Strengthen productive and business capacities of productive organizations linked to the value chain of non-timber forest products to improve the efficiency and income of related families.	IMPLEMENTATION		
60	CROSS-CUTTING	CÓRDOBA	CROSS-CUTTING	ESTRATEGIA DE SOSTENIBILIDAD AGRONEGOCIOS REGION NORTE	Linking organizations and producer groups of the south of Cordoba to the market, through Public Private Partnerships.	IMPLEMENTATION		
61	CROSS-CUTTING	CROSS-CUTTING	CROSS-CUTTING	DIÁLOGOS MULTINIVEL	Support venues for dialogue, communication and dissemination among public, private and civil society actors (CBOs) that are present in the territories covered by the program.	IMPLEMENTATION		
62	CROSS-CUTTING	CROSS-CUTTING	CROSS-CUTTING	ACOMPañAMIENTO AMBIENTAL EN TERRITORIOS DE OPORTUNIDAD	Cross-cutting environmental STTA.	IMPLEMENTATION		
63	CROSS-CUTTING	NARIÑO, PUTUMAYO	ORITO, PUERTO ASIS, TUMACO, VALLE DEL GUAMUEZ, VILLAGARZON	EMPLEO Y EMPRENDIMIENTO PARA JÓVENES RURALES	Promotes employment and entrepreneur opportunities for rural youth in the departments of Nariño and Putumayo, through the economic and social development of local gastronomy, tourism and hospitality sectors.	IMPLEMENTATION		
64	CROSS-CUTTING	CROSS-CUTTING	CROSS-CUTTING	ASISTENCIA TÉCNICA SUPLEMENTARIA	Supplementary technical assistance seeks to support the fulfillment of the program's objectives.	APPROVAL		
<b>TOTAL NATIONAL/CROSS CUTTING</b>								
<b>TOTAL CDLO</b>								

## **Northeast Region**

On May 20th CDLO received the green light from USAID to immediately begin operations in Norte de Santander---specifically the Catatumbo region. This is one of CDLO's contractually mandated regions of coverage however until now, security concerns and negotiations between the GOC and the ELN prevented the program from operating there. USAID has placed a high priority in establishing a heightened presence in the area given the closure of operations of the Office of Transitional Initiatives (OTI). By mid-June, coordination meetings had been either scheduled or conducted with OTI, MSI's RGA and IRI) in addition to institutional, private-sector and CBOs in the Catatumbo region. Additionally, by the end of June an expert thematic consultant had been contracted with responsibilities to develop (along with CDLO Senior Technical Advisors) an overall rapid-response strategy and execute a preliminary mapping and characterization exercise to identify immediate activity programming in coordination with prospective partners and to identify basic elements to implement CDLO's technical approach towards a more robust intervention in FY2020.

As mentioned above, during third and fourth quarters, CDLO undertook initial activities in Catatumbo, and as part of its entry strategy CDLO explored initial activities. As a result of the first two months working to analyze territorial conditions in the Catatumbo region and the first field visits, CDLO has identified initial actions for Objectives 2 and 3 of the Program. CDLO has engaged with potential partners in the territory, including institutions, CBOs and producers' associations (coffee, cocoa and short-cycle products). Given the current extreme insecurity conditions in the region, the weak institutional presence and a low level of public investments, which according to the Association of Municipalities of Catatumbo has been very precarious in the last four years, it is necessary to consider a scaled-up strategy that minimizes risks while securing viable counterpart resources. Activities in FY2020 are targeting four (4) of the six (6) municipalities covered by the program in this region (El Carmen, Convention, El Tarra and Teorama). Two activities are planned to be submitted for approval in the first quarter of FY2020.

## 4.0 STATUS OF OVERALL ACTIVITY PROGRESS PER THE APPROVED INDICATORS

CDLO's theory of change, which links our activities with CDLO's outcomes and objectives, is that if the conflict-affected communities are strengthened and empowered to become reliable partners in implementing rural and alternative development, then conditions will be enhanced for inclusive rural economic growth and social development, improving the quality of life and opportunities in former conflict zones and providing a better foundation for a sustainable and lasting peace. To improve the relationships and interactions between the state and community, CDLO is building greater trust, confidence, and legitimacy that communities need to build their social capital in order to participate more effectively in the public sphere and in productive activities. These improved conditions and higher levels of social capital are also needed in local governments for them to be able to effectively respond to increasing citizen demands that result from greater participation.

In order to track progress towards CDLO's objectives, during year 2 the MEL team provided transversal support to illustrate progress in regions according to the Activity's indicators. During Year 2, indicators were re-evaluated using the results of the CDLO Baseline Study and considering the need to better capture sub-activity implementation results and outcomes. The new Activity Monitoring Evaluation and Learning Plan (AMELP) was approved on April 11, 2019. Following its approval, the MEL team developed field procedures and trained all regional staff in its use. CDLO reports progress in all its indicators, with the exception of 2 that will begin reporting in FY 2020.

With regards to indicator reporting, the MEL team began a data mining exercise at the end of Q3 and continued in Q4 to determine if past sub-activities complied with the supporting documentation required to report to the AMELP's new indicators. Data mining exercises in each region and joint efforts of the CDLO national team, identified the possibility to include indicators in activities currently under implementation and/or beginning close out processes. After assessing the technical feasibility, CDLO requested the addition of the indicators to USAID's Colombia Monitor system. The process was formalized in an internal document for future internal evaluations and eventual DQAs. The progress will be reported in Q1 FY20.

Learning activities were also underway during Q4. CDLO MEL and Communications components held the first of the regional Territory Learning Exchanges, to foster learning about what impact, results and challenges are being observed in the regions, and as well as collect data and communication messages. The Territorial Learning Exchanges will continue to be developed during Q1 of FY2020, as part of CDLO's learning agenda described in its AMELP, to ensure sharing of knowledge and provide active support for territorial connectivity.

### **CDLO Major Achievements following the Activity's Results Framework**

The early investment in the methodological approach and in deeply understanding the realities and dynamics of each territory undertaken in Year 1 has laid the foundations for a faster paced implementation of activities over Year 2. Data emerging from the territorial interventions signals that CDLO interventions have sustainable results, providing communities with a skillset they didn't have, facilitating interactions with private and public institutions, enabling activities led by the local actor themselves and generating small changes at the local level that are having a multiplied effect, CDLO has directly benefitted 3.753 families, mobilized mainly public funds of approximately USD [REDACTED] and has strengthened CBOs in order to secure 4 approved initiatives in the tourism and environmental



sectors. This has increased community participation in approximately 8% in some regions, and according to Corprovisionarios, evidences significant increases in trust.

- **Local community groups and producer organizations strengthened**

To date, CDLO has supported 247 community organizations and our approach and methodology has proven critical in the strengthening of a diverse portfolio of community base organizations which go beyond traditional producer associations and JACs. Organizations supported by CDLO include second tier organizations, cultural and sports organizations, gender collectives, youth collectives, educational organizations, ethnic organizations. As a result, CBOs are enabled to improve the quality of community engagement, and have reported a total of 282 strengthened representatives that have taken a significant leading role in their organizations, improving community achievements in a diversity of situations:

- Defining investment of CBO savings
- Requesting environmental authority permits for infrastructure improvements
- Participating and negotiating producer associations products in local and territorial markets and events
- Introducing new products in local markets.

- **Community organizations engaged in the provision of public services and improvement and maintenance of infrastructure in conflict-affected regions**

CDLO has a total of 34 infrastructure subcontracts, of which 17 are still under implementation. 32 are directly executed by JACs. Securing the engagement of JACs in activities that further position and strengthen their role in communities enables them to take on more responsibility and proactively participate in new infrastructure improvement and maintenance activities. JACs are also providing their skills in productive infrastructure activities in 8 economic activities (in sectors such as dairy and cacao) and are providing their communities with local infrastructure and service solutions. These JACs have implemented a total of 96 infrastructure projects to date.

- **A positive and sustainable economic environment in conflict-affected areas enable**

Leveraging and mobilization of resources is crucial for the construction of a sustainable collective territorial vision. CDLO has secured significant leveraging from GOC national and local institution, and also recognizes the resources resulting from partnerships with the private sector, CBOs and other stakeholders according to the nature of the activities and the characteristics of each targeted territory. Yearly changes in sales have been captured, for activities that began in 2018 and can already report changes in sales. While these sales represent approximately [REDACTED], which may not seem such a large number, they represent an average 153% change in sales, given that many of these CBOs had no prior formal sales in previous years, or had very little annual sales to begin with. This has been achieved due to organizational strengthening and the understanding of the importance of properly registering sales for internal organizational management purposes. As year 2 finalizes, CDLO has facilitated a total of 26 signed APPs that are currently being implemented. This represents an increase of private sector trust in local markets as well as strengthened organizations and entrepreneurial initiatives. Although FY 2019 introduced a new indicator related to firms receiving USG-funded technical assistance for improving business performance, we have already been able to provide evidence for one supported firm. More will be reported in FY 2020.

- **Conflict - affected communities actively participate in multi-level dialogues for development planning**

CDLO efforts in securing multi-level dialogues can be seen through different types of results. 73

Communications initiatives at the local level include press releases in local media (municipal newspapers, institutional websites, community radio), includes events (seminars, exchanges, fairs, accountability meetings, among others), videos, short films, documentaries, social media posts made by communities and also recognized artists, chefs and companies. In addition to this, organizations are presenting their own initiatives at the local level institutions. These 4 proposals include environmental authority requests to perform infrastructure improvements, community tourism initiatives, in all CDLO's regions, all of which have been approved. Through the strengthening of communities and the positioning of their local dynamics empowers and enables increased participation.

#### 4.1 Progress Against CDLO Indicators

Code Indicator Name Abbr.	Previous FY		Current Year (FY 19)							Total Progress			Observations
	FY 18 Actual	FY18 Target	Q1	Q2	Q3	Q4	FY Actual	FY Target	FY Prog. %	LOP. Prog	LOP Target	Total Prog %	
CDLO-01-C Number of community organizations	3	72	101	32	39	72	244	250	98%	247	720	34%	CDLO completed 98% of the FY target in strengthened organizations.
CDLO-02-C Number of local community organization's representatives	0	140	51	8	31	192	282	500	56%	282	1,400	20%	Progress in this indicator has been increasing as a result in activity implementation and identification of most relevant representatives.
CDLO-03-C Number of public and productive infrastructure projects	0	60	23	14	5	54	96	50	192%	96	300	32%	CDLO successfully reported 192% in terms of FY targets. Infrastructure activities advance at a good pace in most target territories.
CDLO-04-C Percent increase in the number of citizens receiving public services	0	0	0	0	0	0	0	3%	0%	0	0	0%	Change in indicator definition in order to properly portray CDLO activities. Will begin to see results in Q1 FY2020.
CDLO-05-C Number of municipalities with completed social and productive infrastructure activities	0	10	4	4	0	7	15	21	71%	15	51	29%	15 CDLO municipalities already have completed infrastructure activities.
CDLO-06-C Percent change in sales (EG.3.2-19)	0	0	0	0	1,00	2,06	1,53	5%	3060%	1,53	0,25	612%	Annual indicator, initial results reported, cumulative percent change will vary as more activities report yearly sales changes and as activities that have prior registered sales begin reporting.
CDLO-07-C Value (\$) of private-public funds leveraged	█	█	█	█	█	█	█	█	█	█	█	█	Important progress resulting from coordination with Government Institutions, as well as increased leveraging from CBOs. Exchange rate has

Code Indicator Name Abbr.	Previous FY		Current Year (FY 19)							Total Progress			Observations
	FY 18 Actual	FY18 Target	Q1	Q2	Q3	Q4	FY Actual	FY Target	FY Prog. %	LOP. Prog	LOP Target	Total Prog %	
													affected leveraging, which is quite significant in COP.
CDLO-08-C Number of public private alliances (EG.3.2-5)	0	6	0	1	3	22	26	18	144%	26	100	26%	As economic activities advance, progress is seen in PPPs. More progress to be reported in Q4 FY19.
CDLO-09-C Number of communication and community outreach initiatives	3	50	9	11	21	29	70	128	55%	73	350	21%	Important display of social media as well as local administration website publications. Youth videos displaying territorial dynamics are also significant.
CDLO-10-C Number of regional observatories	0	0	0	0	0	0	0	1	0%	0	2	0%	RFA is ready to be rolled out in FY 2020.
CDLO-11-O Percent Change in Organizational Performance Index	0,18	0	0	0,18	0,38	0	0,28	0,05	555%	0,25	0,10	245%	Final activities reporting with previous indicator. Progress made with Panagora in order to begin pilot OPI data capturing in FY 2020.
CDLO-12-O Percent change in average travel time	0	5%	0	0,36	0,20	0,43	0,33	0,11	300%	0,33	0,20	165%	As road infrastructure activities are being completed, important results have evidenced the need for road improvement in CDLO territories and the potential impact these improvements have in local development and quality of life.
CDLO-13-O Number of public alliances established for the provision of public, collective and community goods and services	0	0	0	0	0	4	4	20	20%	4	80	5%	This new indicator has provided useful information regarding CBO strengthening and increased participation, capturing the type of strategic alliances being developed with public GOC institutions. As the different type of instruments

Code Indicator Name Abbr.	Previous FY		Current Year (FY 19)							Total Progress			Observations
	FY 18 Actual	FY18 Target	Q1	Q2	Q3	Q4	FY Actual	FY Target	FY Prog. %	LOP. Prog	LOP Target	Total Prog %	
													are being developed, this indicator will continue to show progress.
CDLO-14-O Percent change in school dropout rate in target territories.	0	0	0	0,26	0,11	0,70	0,36	4%	890%	0,36	0,12	297%	Annual indicator, initial results reported, cumulative percent change will vary as dropout changes. Exogenous factors in Putumayo and Caquetá affected the indicator results and evidenced some cases where dropout increased in spite of CDLO intervention, mainly due to security issues.
CDLO-15-O Number of firms receiving USG-funded technical assistance for improving business performance (EG.5.2-1).	0	0	0	0	0	1	1	10	10%	1	80	1%	Results in this new indicator are slow, progress will speed up FY 2020.
CDLO-16-O Percent change in households participating in collective or community activities	0	0	0	0	0	0,08	0,08	0	0%	0,08	0,15	51%	Semesterly indicator, initial results reported, cumulative percent change will vary as more activities report changes in participation in upcoming quarters. Initial results come from APS activities that were designed to build trust.
CDLO-18-M Number of initiatives presented by community-based organizations implemented at the local administrative level	0	10	0	0	0	4	4	61	7%	4	300	1%	Initiatives presented have just begun to be reported. All the initiatives presented have been approved.

Code Indicator Name Abbr.	Previous FY		Current Year (FY 19)							Total Progress			Observations
	FY 18 Actual	FY18 Target	Q1	Q2	Q3	Q4	FY Actual	FY Target	FY Prog. %	LOP. Prog	LOP Target	Total Prog %	
CDLO-19-M Number of rural households benefiting directly from USG interventions (F 4.5.2-13)	159	<b>1.350</b>	1.272	384	1.339	599	3.594	<b>6.250</b>	58%	3.753	<b>9.000</b>	42%	As implementation advances, communities, CBOs, grantees and subcontractors provide timely information.
CDLO-20-M Value (\$) of mobilized funds	0	<b>2M</b>	0	0	0	5M	5M	<b>5M</b>	100%	5M	<b>35M</b>	14%	CDLO successfully reported 100% in terms of FY targets and despite exchange rate.

## 5.0 GENDER AND VULNERABLE POPULATIONS STRATEGY AND COMMUNICATIONS & OUTREACH PLAN

### 5.1 GENDER AND VULNERABLE POPULATIONS STRATEGY

CDLO continued to move its Gender and Vulnerable Populations (GVP) Strategy forward throughout FY2019. Led by the GVP Specialist, the GVP strategy promotes cross-cutting elements of inclusion, empowerment and differentiation, and focuses on activities that bolster local capacities of vulnerable populations and supporting means to contribute to the dynamic of traditional and non-traditional economies. It focuses initiatives that appear promising --in which GVP have comparative advantages (such as community tourism, creative economies and added value in traditional productive chains). CDLO ensures effective and appropriate inclusion of vulnerable populations and promotes gender equality in addition to providing technical assistance to develop and manage the agendas in each territory. These are key elements for improving the social fabric and constructing a territorial identity in post-conflict communities. For FY2019 the following progress and highlights can be reported.

#### Gender

In the area of economic inclusion, progress has been made in ensuring women's participation in the development of cocoa, beekeeping, dairy and community tourism value chains. For example:

- In cocoa, 56% of the participants in the Training for Entrepreneurship Initiative were women from Guaviare, Putumayo and Caquetá. Moreover, fifty-one (51) women acquired technical knowledge and capacity to manage cocoa cultivation crop and to develop its contents according to the cocoa agritourism routes strategy.
- In beekeeping, the Tarazá Agroapita group of producers, led by women, joined the AFLORA (Bolivar Davivienda Foundation) support platform, to expand their organizational skills and be part of AFLORA's inclusive business strategy.
- Within the dairy chain, in Valdivia municipality (Bajo Cauca), thirty (30) women completed training in milk transformation with SENA and will now apply the acquired knowledge to strengthen their business, within the framework of support to ASOGAVAL.
- In La Macarena, within the Raudal and Cachivera activities, 36% of the Development of Nature Tourism with a Community Approach participants were women. They are actively making progress in their leadership processes, improving their skills in gastronomy, business organization and community strengthening.
- There are 149 local groups of savings and credit (GLACs) in Guaviare and Meta with nearly 1,800 members of which 58% are women. The capital saved to date is US [REDACTED] of which 13% were reserved as loans for the purchase of agricultural inputs, animals, food security, health, education and working capital.
- There is new leadership and participation of women to ensure their inclusion in the development of infrastructure activities in Puerto Rico, Vista Hermosa and Puerto Asís.

## Youth

- In order to improve the quality of chocolate, 46 young children of producers and students of educational institutions in Caquetá and Putumayo were trained in sensory and physical analysis of cocoa. Nine (9) of these young people were selected for internships with three international companies: Natra from Valencia Spain, Cargill from Guayaquil - Ecuador and AMCO from Veracruz - Mexico. Three national companies: Agrosavia de Rionegro-Santander; Chocolate Colombia from Yarumal-Antioquia, Carlota Chocolat from Girón - Santander and Villa Gaby from Arauquita- Arauca.
- Thirty (30) young people with culinary skills are promoting local cuisine in Guaviare through restaurants specializing in Amazonian flavors, such as Katumare y Etnico Pócterikaran Numiath, and the tourist farms in Charcolandia and La Pradera, and in the pasadía farm in San Jose de Fragua-Florencia.
- CDLO partner Vital, under its public-private partnership with KUEPA Organization, continues to provide young people with training for developing soft skills. In the fourth quarter, forty-five (45) young people continue benefited from training in community tourism and bilingualism in Guaviare and Meta.
- Within the framework of the activity signed with ICCO, fifty-four (54) young people in Tumaco made progress in hotel courses, as an employability option.
- The youth of CLAP Producciones in Puerto Rico-Meta, the young storytellers from Valdivia and the Youth of Putumayo with CDLO partner Fundación KOB, participated in different scenarios of dialogue and planning. The Grupo Chonta y Cuero de Jóvenes de Tumaco participated in the Petronio Álvarez Festival in Cali, then in the USAID partners meeting and ended up meeting the Colombian Vice President.

## Ethnic Groups

By including ethnic groups in its integrated capacity building process, CDLO ensures that traditional knowledge, cultural heritage, and commitment to territorial environmental traditions are incorporated into activities and initiatives. During FY2019, CDLO promoted and implemented activities with Afro-Colombian communities in the municipalities of Guapi, Timbiquí and López de Micay---all part of the Pacific Coast in Cauca. The focus of these activities was to develop the nascent community tourism vision by promoting key territorial partnerships. These partnerships included training young goldsmiths through the *Escuela Taller*; promoting local cuisine and gastronomy using seafood, spices and local plants with the *Chilangua* foundation, SENA and MUCHO (MUCHO is an APS recipient).

In Tumaco located in the department of Nariño, CDLO's strategy for inclusion centered on the two key aspects of entrepreneurship and employability of young people and activity development sought to bolster opportunities within the areas of tourism, music, gastronomy and port services. Examples of progress made by these efforts include 54 young people were trained through an alliance with ICCO (APS recipient) to work in the hospitality industry, and further alliances are being made in coordination between local Afro-Colombian organizations, the Corporación Turística, SENA and the Chamber of Commerce to employ more young workers in the future. In the area of music and the repair of musical instruments (luteria), Afro-Colombian Organizations partnered with the Ministry of Culture through the *Escuela Taller* to support activities and provide sustainable business models. Finally, 40 young people were trained in port operations in accordance with the strict requirements and standards set by the Port of Tumaco and its operator Petrodecól through a supporting CDLO activity.

Key activities to promote the inclusion of ethnic groups focused on capacities, based on their traditional knowledge. For example:



- Indigenous people from the Nukak Maku, Jiw and Tucano villages collected 90% of the acai harvest for ASOPROSEGUA (association of producers partnering with Selva Nevada, a CDLO grantee) in Guaviare. ASOPROSEGUA reported payments to indigenous communities worth US\$ 22,000.
- In Guaviare, the Panuré and el Refugio Indigenous Reserves with 23 families, formed six (6) GLACs and recorded savings worth US\$ 10,000. Twenty-one (21) Afro-Colombian families are part of GLAC's in Guaviare.

## 5.2 COMMUNICATIONS & OUTREACH PLAN

During the latter part of Q3, a new CDLO Communications Director was onboarded, ending a prolonged search and recruitment effort to replace the previous Communications Specialist who departed at the end of February 2019. During Q4 the Communications Director began to manage and oversee a substantial communications portfolio that includes support for external, internal, regional, and client-focused communications requirements under the CDLO contract, and specifically is responsible for results under Objective 4. This was no easy task as CDLO's Communications and Outreach (C&O) component, for various reasons, required immediate reforms satisfy contractual objectives moving forward into AWP 2020.

As part of CDLO's preparation for upcoming FY2020 the program's Communications Director has submitted a draft Year 3 Communications and Outreach (C&O) Plan that will serve as a guide to respond to the activities of the program, the communities where it operates and those of other strategic partners. This C&O Plan delineates the general elements of the Multilevel Dialogue Strategy (MDS) and nourishes the FY2020 Annual Work Plan (AWP), with the Communications Plan being an integral and cross-cutting element of the program's development strategies including those aimed at organizational strengthening, the promotion of a positive economic environment, public-private partnerships, community tourism, the creative economy, and economic development based on traditional products.

The proposed C&O activities for FY2020 will complement the APS grants and other subcontracts already under execution during the reporting period detailed in the following table.

DEPARTMENT	MUNICIPALITY	ACTIVITY	DESCRIPTION	APPROVED ACTIVITY AMOUNT (\$USD)	PUBLIC PRIVATE LEVERAGING (\$USD)
CAUCA, NARIÑO	BARBACOAS, EL CHARCO, FRANCISCO PIZARRO, GUAPI, LOPEZ, MAGÜI, OLAYA HERRERA, ROBERTO PAYAN, SANTA BARBARA, TIMBIQUI	SUPPORT PDETS PARTICIPATORY PLANNING EVENTS	Support the logistics organization of the meetings, training and strategic events of the second level (municipal) of participatory planning in the PDET in coordination with the ART.		
PUTUMAYO	LEGUIZAMO, ORITO, PUERTO ASIS, PUERTO CAICEDO, PUERTO GUZMAN, SAN MIGUEL, VALLE DEL GUAMUEZ, VILLAGARZON	CAMPAIGN OF PEDAGOGICAL COMMUNICATION PUTUMAYO 2018-2019	Strengthen territorial social capital through pedagogical processes, to verify learning, the introspection of concepts, the understanding of communication networks in the territory and the creation of tools that energize these networks.		

DEPARTMENT	MUNICIPALITY	ACTIVITY	DESCRIPTION	APPROVED ACTIVITY AMOUNT (\$USD)	PUBLIC PRIVATE LEVERAGING (\$USD)
ANTIOQUIA	BRICEÑO	CONNECTED TO THE WORLD	To provide innovation opportunities that allow strengthening the capacities of the educational community to implement activities that promote beekeeping development, through the solution of digital connectivity to schools in the Briceño - Palmichal corridor.		
NARIÑO	POLICARPA	STRENGTHENING ALTERNATIVE YOUTH COMMUNICATION GROUPS	Strengthen youth groups of alternative communication, through knowledge and access to information, taking communications as an instrument of cohesion, incidence and social transformation.		
BOGOTA D.C	BOGOTA	MULTILEVEL DIALOGUES LOGISTICS/EVENTS	Support spaces for dialogue, communication and dissemination among public, private and civil society actors (CBOs) that are present in the territories covered by the program.		
CORDOBA	PUERTO LIBERTADOR, TIERRALTA	YOUTH AND LEADERSHIP	Promote mechanisms of dialogue and social capital, and promote productive activities, by strengthening the Communication Collectives of the Tierralta and Puerto Libertador corridors.		
NARIÑO	SAMANIEGO	RURAL PUBLIC LIBRARY FOR THE SAMANIEGO MUNICIPALITY	Promote communication strategies and capacity building for Integral Development of the municipality of Samaniego, through the Rural Public Library, as an integral core of strengthening.		
GUAVIARE	CALAMAR, EL RETORNO, SAN JOSE DEL GUAVIARE	COMMUNICATIONS COLLECTIVES- THE ROUTE	Promote the transformation of the territory through strategies that boost collective participation, the visibility of licit economic potentials and the dissemination of positive messages using communication tools.		
<b>TOTAL</b>					

Finally, it must be noted that in September, CDLO joined forces with territorial and national institutions, as well as private sector institution that were preparing *Semana Putumayo* as a tourist, cultural, environmental and productive showcase of the Department of Putumayo. This event began with an inaugural presentation in the Colon Theater in Bogotá, with the participation of the USAID Colombia Mission Director Larry Sacks and the Colombian Vice President Martha Lucía Ramírez. *Semana Putumayo* continued as a 4 day-long fair in Corferias promoting local production, entrepreneurial development, as well as providing settings to show the handicrafts and cultural traditions of Putumayo. As a result, the fair also displayed institutional activities and provided important sales for local producers and artisans coming directly from different regions of Putumayo.

## 6.0 IMPLEMENTATION DELAYS AND CHALLENGES

Throughout Year 2 the CDLO team experienced a variety of programmatic challenges, some resulting from the expected difficulties of implementing a program of its size and scope and others resulting from exogenous factors. In FY2019, CDLO implementation has been ramped up to the extent possible given limitations related to security concerns, social unrest and natural disasters. Notwithstanding, the worsening public order context throughout Colombia, particularly in CDLO regions, presents an ongoing challenge to all aspects of program operations. CDLO regional teams reported an upswing of criminal activities in all departments under the program's coverage. Conditions are especially risky in the regions where CDLO operates such as Bajo Cauca, Sur de Córdoba, Norte de Santander, Guaviare and Tumaco. Moreover, the deteriorating security situation continued to erode regional social fabric and delay the development of activities due to restrictions on travel and scheduling of ETEs with communities.

This security threat has continued to be one of the overarching challenges that CDLO faces. The uptick of violence related to criminal gang activity, dissident FARC and ELN groups and threats to social and political leaders negatively affects a range of CDLO operations, among which are the ability to guarantee uninterrupted activity development and programming in the field to providing accurate contractual and financial information to both the USAID and the Home Office. The CDLO response continues to include in-depth analysis and reporting of security considerations within the CDLO regions. CDLO regional staff have been directed to always travel with institutional and community accompaniment, abide by established CDLO security measures and remain acutely vigilant of potential threats. CDLO's full-time Security Advisor continually updates this information and monitors the security context to mitigate potential risks. Regularly, the Security Advisor engages with his counterparts from other USAID IPs in Colombia, as well as Tetra Tech ARD Security Advisers in the Burlington Home Office.

Other implementation challenges and delays faced by CDLO throughout FY2019 and the respective responses are summarized below:

- **Challenge:** Due to the impasse within the U.S. Congress related to appropriation of funds for 2019 of nine executive departments, including the Department of State, which began on December 22, 2018, CDLO was given verbal guidance that going forward no approvals would be given to requests involving commitment of USAID funds in addition to the curtail of travel by CDLO's COR. **Response:** CDLO continued implementation of activities previously approved or under implementation in parallel with continued programming development. The government shutdown ended on January 25, 2019.
- **Challenge:** Deteriorating security and public order conditions within CDLO regional coverage. This has been especially true in the regions of Bajo Cauca, Sur de Córdoba and Tumaco where ELN, FARC dissidents and criminal gangs have increased their presence and influence. **Response:** CDLO regional staff were directed to always travel with institutional and community accompaniment, abide by established CDLO security measures and remain acutely vigilant of potential threats.
- **Challenge:** Uncertainties regarding the new government of President Duque (in office since 7 August 2018) are ongoing, including a possible major restructuring of ministries and institutional agencies related to rural development and the peace process such as the *Agencia para el Desarrollo Rural* (ADR), *Agencia Nacional de Tierras* (ANT), ART. **Response:** CDLO continued to closely monitor changes with intent to adapt programming to complement emerging opportunities with GOC policies and respective entities.

- **Challenge:** Many of the municipalities initially identified by USAID for CDLO intervention have proven logistically nearly impossible to approach due to limited institutional presence, lack of roads or restricted riverine transport and negligible security guarantees. **Response:** CDLO continued to explore cost-effective, high impact activities that retain the program’s spirit of integrated corridor development.
- **Challenge:** In many of the CDLO territories local political dynamics have slowed down the rhythm of implementation. The anticipation of the enforcement of the *Ley de Garantías* (became effective June 27), interim local governments, and slow decision-making processes have affected commitments and decisions. **Response:** CDLO regional teams devised tailored approaches to adapt to the situation and engage counterparts in the territory to mitigate delays and to continue to explore cost-effective, high impact activities.
- **Challenge:** Key national counterparts, such as ART and PNIS, are facing internal bureaucratic issues that are preventing them from acting upon proposed activities on the scale envisioned, particularly in key locations like Putumayo. **Response:** CDLO continued to work with these institutions at the national and regional levels to identify initiatives where complementarity can be achieved.
- **Challenge:** An extremely strong winter resulting in unseasonable rainfall, has affected mobility and construction timelines in the Caquetá and Meta regions---delaying in construction of small infrastructure activities and disbursement schedules. **Response:** CDLO rescheduled and re-allocated regional office priorities and workloads during peak rain periods.
- **Challenge:** Throughout FY2019, CDLO continued to experience delays to fully staff key positions and consultancies due to a very shallow candidate pool. Aggressive recruiting and candidate interviews notwithstanding, it was been difficult to identify candidates that met professional requirements necessary for the positions. **Response:** CDLO Senior Management continues to advertise and consult all formal and informal avenues of recruitment to identify an appropriate candidate for hire.

## 7.0 BUDGET

### 7.1 DETAILED LIST OF APPROVED ACTIVITIES IN QUARTER 4 (JUL. - SEPT. 2019)

#	REGION	ACTIVITY NAME	ACTIVITY AMOUNT in US\$
1	SOUTHWEST	INFRAESTRUCTURA: ADECUACION LABORATORIO CREATIVO Y EMPRESARIAL	
2		DINÁMICA INTEGRAL DE EMPLEABILIDAD	
3	NORTHERN	CONECTANDO LA CUENCA DEL RIO CAUCA	
4		BRICEÑO ESCRIBE UNA NUEVA HISTORIA CON AROMA DE CAFÉ	
5		CONECTADOS AL MUNDO	
6		JUVENTUD Y LIDERAZGO	
7		RUTA DULCE	
8	CENTRAL: META GUAVIARE	RUTA ECOLOGICA PARA EL DESARROLLO	
9		ESCUELA DE RAYADORES DE CAUCHO	
10		CAMINANDO EL TERRITORIO	
11		COLECTIVOS DE COMUNICACIONES DEL GUAVIARE - LA RUTA	
12		GUAVIARE: TURISMO COMUNITARIO Y DESARROLLO SOSTENIBLE	
13	CENTRAL: CAQUETÁ	UNA APUESTA PARA EL FUTURO	
14		ECONOMIAS SOSTENIBLES	
<b>TOTAL CDLO</b>			

### 7.2 ANNUAL CDLO SPENDING FY2019

Item	1st	2nd	3rd	4th	Annual
Direct Labor					
Fringe Benefits			4.01		
Travel, Transportation and Per Diem					
Allowances					
Grants & Subcontracts					




## 8.0 MAJOR ACTIVITIES OR INTERVENTIONS PLANNED FOR NEXT QUARTER

### 8.1 PLANNED 1<sup>ST</sup> QUARTER FY2020 ACTIVITIES OR INTERVENTIONS

CDLO will continue to stand ready in the upcoming quarter to assist and accompany any USAID VIP visits to ongoing activities and provide informational needs as required to USAID. As well, the following table is a tentative plan of ETEs to be conducted during the Oct.-Dec. period of FY2020.


Dept.	Municipality	Corridor	Proposed Activity	Estimated public private leveraging (\$ USD)	Estimated Amount CDLO (\$ USD)
Caquetá	Belén de los Andaquíes San José del Fragua La Montañita Milán	Piedemonte San José Piedemonte Belén Ruta del Koreguaje Triunfo-Mateguadua-Unión Peneya	Desarrollo piscícola territorial	[REDACTED]	[REDACTED]
Caquetá	Belén de los Andaquíes San José del Fragua La Montañita Milán	Piedemonte San José Piedemonte Belén Ruta del Koreguaje Triunfo-Mateguadua-Unión Peneya	Vías para la pesca		
Caquetá	Belén de los Andaquíes San José del Fragua La Montañita Milán	Piedemonte San José Piedemonte Belén Ruta del Koreguaje Triunfo-Mateguadua-Unión Peneya	Productividad Piscícola		
Nariño	Rosario	Rincón	Generación de capacidades para fortalecer la competitividad de la cadena de café.		
Nariño	Rosario	Rincón	Vías para el fortalecimiento de la cadena del café		
Nariño	Rosario	Rincón	Apalancamiento a encadenamientos productivos de limón tahiti		
Nariño	Cumbitara	Pizanda	Oportunidades de apalancamiento que fortalecen la cadena de cacao		

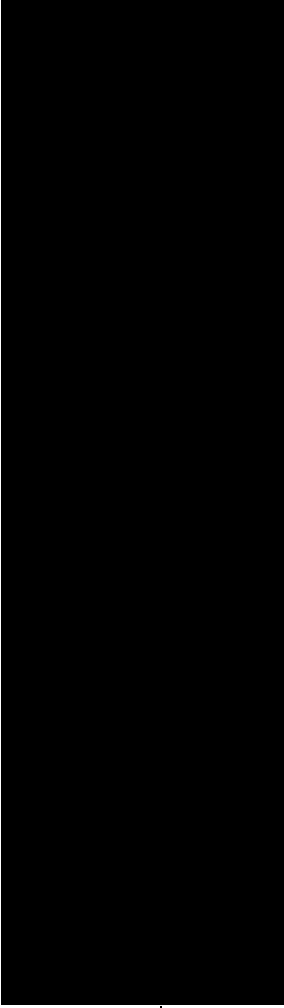


Dept.	Municipality	Corridor	Proposed Activity	Estimated public private leveraging (\$ USD)	Estimated Amount CDLO (\$ USD)
Nariño	Cumbitara	Pizanda	Vías para el fortalecimiento de la cadena de cacao		
Nariño	Francisco Pizarro - Tumaco	Por definir	Fortalecimiento a la cadena de cocotero: comercialización y valor agregado		
Putumayo	Villagarzón	Umbría - La Esperanza	Fortalecer la cadena de valor de chontaduro		
Putumayo	Villagarzón	Umbría - La Esperanza	Mejoramiento de vías terciarias en el corredor para mejorar la comercialización del producto		
Putumayo	Puerto Leguizamo	La Hormiga-La Dorada	Fortalecer la cadena de valor camucamu y otros frutos amazónicos		
Norte de Santander	Sardinata, Tibú	Por definir	Mejoramiento de infraestructura social y comunitaria		

## ANNEX I: CDLO ACTIVITIES TO DATE

Annex I provides a listing of all approved, in execution or closed CDLO activities to date (September 30, 2019)

SOUTHWEST REGION								
	CORRIDOR	DEPARTMENT	MUNICIPALITY	ACTIVITY	DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$
1	TETEYÉ-PUERTO VEGA-PUERTO ASÍS	PUTUMAYO	ORITO PUERTO ASÍS	REMODELACION INFRAESTRUCTURA SOCIAL EN PUERTO ASÍS Y ORITO	Support the adaptation and improvement of the physical infrastructure of the community centers from the veredas of Samaria and Villa Marquesa in the Municipality of Puerto Asís, and Vereda Simón Bolívar in the Municipality of Orito present in the corridor.	IN CLOSEOUT		
2				OPORTUNIDADES JUVENILES EN ENTORNOS PROTECTORES	Furnish the rural education institutions of the veredas Bajo Lorenzo, Puerto Bello, Tesalia y Yarumo present in the corridor.	IN CLOSEOUT		
3				INTEGRACIÓN COMUNITARIA- PREPARACIÓN OLIMPIADAS CAMPESINAS	With the upcoming Sports Olympics, provide sporting goods to the 36 JACs present in the corridor as a strategy for the integration and creation of social relations among its inhabitants.	IN CLOSEOUT		
4	TETEYÉ-SANTANA		PUERTO ASÍS	FORTALECIENDO LA CADENA DE VALOR DE ASAI	Improve the territory's economy and the generation of income of Asoparaiso by strengthening the Asai value chain and linking to markets.	IMPLEMENTATION		
5				VÍAS PARA POTENCIAR EL DESARROLLO	Promote economic and social dynamics in the productive line of sustainable use of Asaí, present in the Santana-Puerto Vega-Teteyé corridor, by improving road connectivity in the area.	IMPLEMENTATION		
6	CROSS-CUTTING		LEGUIZAMO, ORITO, PUERTO ASÍS, PUERTO CAICEDO, PUERTO GUZMAN,	CAMPAÑA DE COMUNICACIÓN PEDAGÓGICA PUTUMAYO 2018-2019	Strengthen territorial social capital through pedagogical processes, to verify learning, the introspection of concepts, the	IMPLEMENTATION		

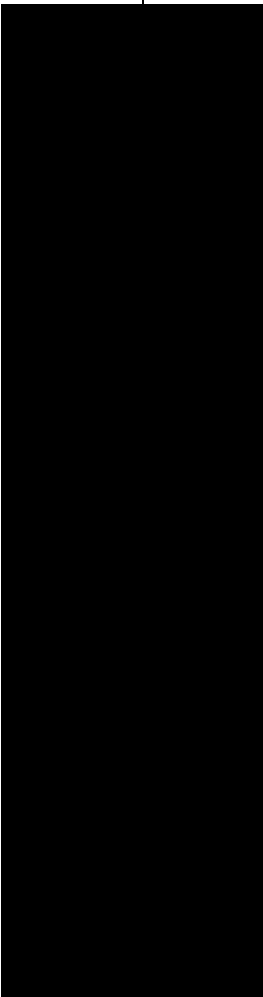
SOUTHWEST REGION								
	CORRIDOR	DEPARTMENT	MUNICIPALITY	ACTIVITY	DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$
			SAN MIGUEL, VALLE DEL GUAMUEZ, VILLAGARZON		understanding of communication networks in the territory and the creation of tools that energize these networks.			
7	QUILCACÉ, CUATRO ESQUINAS, SAN JOAQUÍN, LOS ANAYES	CAUCA	EL TAMBO	CONECTIVIDAD VIAL PARA LA COMPETITIVIDAD	Promote the economic and social dynamics of the veredas present in the corridor by improving and intervening the connectivity of their road network	IN CLOSEOUT		
8				PREFACTIBILIDAD PARA EL MEJORAMIENTO EN LA CONECTIVIDAD VIAL	Promote economic and social dynamics through the improvement of road connectivity by supporting prefeasibility studies and designs of new pedestrian and vehicular bridges.	IN CLOSEOUT		
9				BIBLIOTECA PUBLICA RURAL DE EL TAMBO	Strengthen value chains of the El Tambo municipality by improving the rural public library and generating conditions for training processes that promote income diversification, social cohesion and multilevel dialogues.	IMPLEMENTATION		
10				TURISMO COMUNITARIO DE EL TAMBO	Strengthen tourism in the municipality of El Tambo as an alternative for income diversification and local economic development.	IMPLEMENTATION		
11				VÍAS PARA EL DESARROLLO EN EL TAMBO	Promote economic and social dynamics in activities such as tourism, creative economies and traditional production chains (especially chontaduro), present in the Quilcacé - La Gallera corridor, through the improvement of connectivity by intervening the road network.	IN CLOSEOUT		
12				FORTALECIMIENTO DE LA CADENA DE CHONTADURO	Promote the economy of the chontaduro in the corridor through organizational strengthening aimed at forming	IMPLEMENTATION		

SOUTHWEST REGION								
	CORRIDOR	DEPARTMENT	MUNICIPALITY	ACTIVITY	DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$
					commercial alliances with private partners.			
13				LABORATORIO DE ECONOMÍA CREATIVA Y DE INNOVACIÓN DE AGROARTE	Link AgroArte's silk and yarn fabrics to new specialized textile design market segments.	IMPLEMENTATION		
14				DEPORTES PARA LA PROMOCION SOCIAL Y ECONOMICA DE EL TAMBO	Promote social and economic development of youths through the sporting activities.	IMPLEMENTATION		
15				SONIDOS DEL PACÍFICO CAUCANO	Increase and diversify family incomes through the strengthening and promotion of musical ventures.	IMPLEMENTATION		
16			GUAPI, LOPEZ, TIMBIQUI	HILANDO FILIGRANA CAUCANA	Diversify the income of local jewelers through organizational strengthening and strategic alliances.	IMPLEMENTATION		
17				FORTALECIENDO LAS ECONOMÍAS TRADICIONALES DE PIANGUA Y PESCA	Promote socio-economic development, promote piangua and local fisheries through organizational innovation and Public-Private partnerships.	IMPLEMENTATION		
18			GUAPI, TIMBIQUI	TURISMO COMUNITARIO DE LA COSTA CAUCANA	Strengthen income diversification in the corridor through the implementation of a community, environmental, economic and culturally sustainable tourism strategy	IMPLEMENTATION		
19			LOPEZ, TIMBIQUI	INFRAESTRUCTURA DE MOVILIDAD EN ECONOMIAS DE PIANGUA-PESCA.	Promote economic and social dynamics of the traditional fishing economies through the improvement of road connectivity.	APPROVAL		
20	EGIDO-MADRIGAL-RESTREPO-ALTAMIRA	NARIÑO	POLICARPA	FORTALECIMIENTO A LA CADENA DE VALOR DEL CAFÉ	Promote the reactivation of a legal economy and add value to the coffee production chain, through the organizational strengthening and insertion into special coffee markets.	IMPLEMENTATION		
21				VÍAS PARA EL FORTALECIMIENTO	Promote economic and social dynamics in the coffee	IMPLEMENTATION		

SOUTHWEST REGION								
	CORRIDOR	DEPARTMENT	MUNICIPALITY	ACTIVITY	DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$
				DE LA CADENA DEL CAFÉ	production chain, by improving connectivity by improving roads.			
22				FORTALECIMIENTO GRUPOS DE COMUNICACIÓN ALTERNATIVOS JUVENILES	Strengthen youth groups through communications as an instrument of cohesion, incidence and social transformation.	APPROVAL		
23	LA HORMIGA - LA DORADA, TETEYÉ-SANTANA, UMBRIA - LA ESPERANZA	PUTUMAYO	PUERTO ASIS, VALLE DEL GUAMUEZ, VILLAGARZON	FORTALECIENDO EL TURISMO EN EL MEDIO Y BAJO PUTUMAYO	Strengthen the cacao value chain to boost local economy and provide sustainable income generating activities for producers.	APPROVAL		
24	LA HORMIGA - LA DORADA		VALLE DEL GUAMUEZ	EL CACAO, FRUTO DE OPORTUNIDADES PARA EL PUTUMAYO	Improve organizational, industrial, post-harvest and competitiveness processes to reactivate the region's economy.	IMPLEMENTATION		
25	CHUGULDI	NARIÑO	SAMANIEGO	OPORTUNIDADES QUE PROMUEVEN EL DESARROLLO SOCIAL Y ECONÓMICO	Contribute to the Samaniego specialty coffee production chain through organizational, business, technical and commercial strengthening.	APPROVAL		
26	CHUGULDI		SAMANIEGO	OPORTUNIDADES DE FORTALECIMIENTO - CADENA DE VALOR DE CAFÉ	Promote economic and social dynamics of the fruit and vegetable productive chain through the improvement of road connectivity.	APPROVAL		
27	CHUGULDI		SAMANIEGO	VÍAS PARA EL FORTALECIMIENTO DE LA CADENA DE HORTALIZAS Y FR	Promote communication strategies and capacity building for integral development of Samaniego, through a Rural Public Library.	IMPLEMENTATION		
28	CHUGULDI		SAMANIEGO	BIBLIOTECA PÚBLICA RURAL PARA EL MUNICIPIO DE SAMANIEGO	Improve existing infrastructure to provide adequate spaces for technical training and cultural promotion of the Dos Quebradas - La Espriella corridor.	APPROVAL		
29	CAUNAPI - LA ESPRIELLA	NARIÑO	TUMACO	INFRAESTRUCTURA: ADECUACION LABORATORIO CREATIVO Y EMPRESARIAL	Support local economic inclusion through income generating activities in the goods and services sector in Tumaco.	APPROVAL		

SOUTHWEST REGION								
	CORRIDOR	DEPARTMENT	MUNICIPALITY	ACTIVITY	DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$
30	CAUNAPI - LA ESPRIELLA		TUMACO	DINÁMICA INTEGRAL DE EMPLEABILIDAD	Support local economic inclusion through income generating activities in the goods and services sector in Tumaco.	IMPLEMENTATION	█	█
<b>TOTAL SOUTHWEST</b>							█	█

NORTH REGION								
	CORRIDOR	DEPARTMENT	MUNICIPALITY	ACTIVITY	DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$
31	LA CAUCANA - SAN MIGUEL	ANTIOQUIA	TARAZÁ	ESTABLECIMIENTO DE ENTORNOS PROTECTORES	Reconstruction of social fabric and recuperation of community activities through sport, cultural, recreational and ludic strategies, seeking to improve people's lifestyle and generating integration within the community.	IN CLOSEOUT	█	█
32				DOTACIONES DE MATERIAL DIDACTICO	Provide educational materials to nine educational institutions located in the corridor.	IN CLOSEOUT		
33				MEJORAMIENTO DE LAS CONDICIONES EDUCATIVAS	Improve the physical conditions of the educational institution Vista Hermosa located in the corridor. These improvements seek to motivate children and adolescents to access better quality education.	IN CLOSEOUT		
34				FORTALECIMIENTO ORGANIZACIONAL AGROAPITA	Promote economic and productive development, recovery of the environmental ecosystem and provide organizational strengthening to local organization AGROAPITA located in the corridor.	IN CLOSEOUT		
35	MONTEBLANCO-LA SIBERIA	VALDIVIA	VÍAS Y DESARROLLO	Strengthen the dairy industry by improving the road network in the corridor.	IMPLEMENTATION			

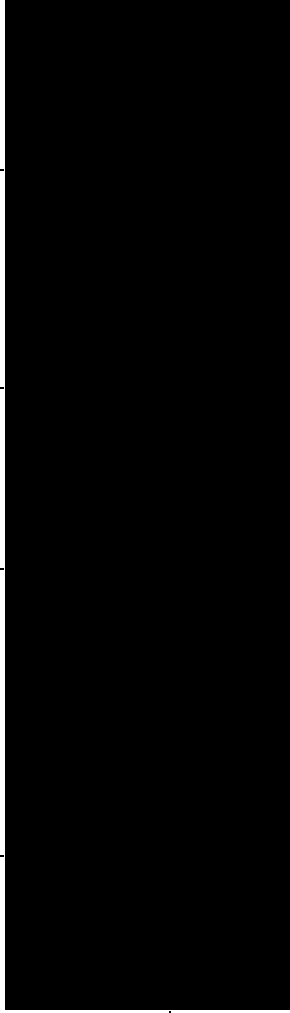
NORTH REGION								
	CORRIDOR	DEPARTMENT	MUNICIPALITY	ACTIVITY	DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$
36			VALDIVIA	PRODUCTORES LECHEROS FORTALECIDOS	Strengthen the dairy industry in the corridor.	IMPLEMENTATION		
37			VALDIVIA	CONTADORES DE HISTORIAS	Strengthening the development of social skills and social participation with a communicative approach to rural youth through training activities aimed at students and young leaders of the JACs present in the corridor.	IMPLEMENTATION		
38			VALDIVIA	AUTONOMIA ECONOMICA PARA LAS MUJERES RURALES	Generate spaces for the collective construction of knowledge that contribute to the empowerment of rural women in the municipality of Valdivia.	IMPLEMENTATION		
39	TIERRADENTRO - BOCAS DE TOLOBA	CÓRDOBA	MONTELÍBANO	PESCANDO OPORTUNIDADES	Fully improve the fish chain by strengthening both the association ASPROPISAT and the ACUICOOP cooperative in order for them to be effective business partners, so they can target quality and productivity as key areas of competitiveness of the fish chain in the region.	IMPLEMENTATION		
40			MONTELÍBANO	VISION CAMPO JOVEN	Empowerment of young people to participate in agro-industrial activities through the pedagogical activities to learn about the implementation of agricultural technology on fish farming and food production.	IN CLOSEOUT		
41	JUAN JOSE - LA RICA, TIERRADENTRO - BOCAS DE TOLOBA		MONTELÍBANO PUERTO LIBERTADOR	VÍAS QUE UNEN TERRITORIOS	Improve the socio-economic conditions of the communities by facilitating the connection between the Tierradentro corridor, the neighboring veredas and the municipalities of Montelíbano and Puerto Libertador of the department of Córdoba.	IN CLOSEOUT		

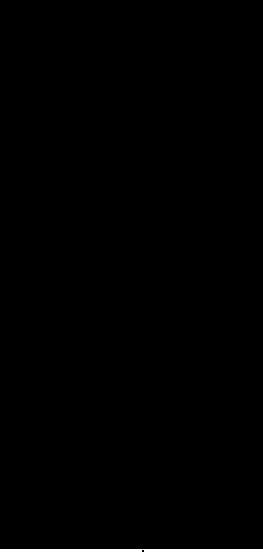
NORTH REGION								
	CORRIDOR	DEPARTMENT	MUNICIPALITY	ACTIVITY	DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$
42	CROSS-CUTTING		CROSS-CUTTING	ESTRATEGIA DE SOSTENIBILIDAD AGRONEGOCIOS REGION NORTE	Linking organizations and producer groups of the south of Cordoba to the market, through Public Private Partnerships.	IMPLEMENTATION		
43	JUAN JOSE - LA RICA		PUERTO LIBERTADOR	MOVILIDAD PARA EL DESARROLLO	Increase market dynamics and access to services by improving the mobility in the existing road network.	IMPLEMENTATION		
44	SANTA ANA - CRUCITO		TIERRALTA	TIERRALTA DONDE FLUYE MIEL	Strengthen the technical, productive and business capacity of 3 bee-keeping organizations.	IMPLEMENTATION		
45	JUAN JOSE - LA RICA		PUERTO LIBERTADOR	DESARROLLO PISCÍCOLA DE LA REGION	Strengthen the aquaculture production chain.	APPROVAL		
46	VISTA HERMOSA - MARACAIBO - PIÑALITO		PUERTO LIBERTADOR, TIERRALTA	JUVENTUD Y LIDERAZGO	Promote dialogue and social capital and provide information of local productive activities, through the strengthening the Communication Collectives of the Tierralta and Puerto Libertador corridors.	APPROVAL		
47	SANTA ANA - CRUCITO		TIERRALTA	RUTA DULCE	Reduce social and territorial inequality by improving road conditions.	IMPLEMENTATION		
48	CUENCA DEL RIO CAUCA		BRICEÑO	CONECTANDO LA CUENCA DEL RIO CAUCA	Improve the commercial and social dynamics of the corridor by improving existing tertiary road network between the municipal head of Briceño to the Palmichal village.	APPROVAL		
49		BRICEÑO	BRICEÑO ESCRIBE UNA NUEVA HISTORIA CON AROMA DE CAFÉ	Strengthen the coffee value chain through the consolidation of a business model targeted towards reactivating licit economies and improving coffee grower income.	APPROVAL			

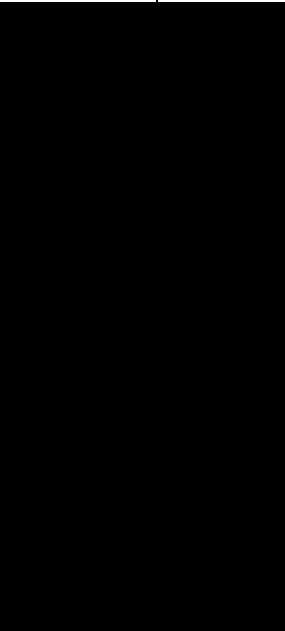


NORTH REGION								
	CORRIDOR	DEPARTMENT	MUNICIPALITY	ACTIVITY	DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$
50			BRICEÑO	CONECTADOS AL MUNDO	Provide digital connectivity to schools to improve capacities of the educational community in the implementation of beekeeping activities.	APPROVAL		
<b>TOTAL NORTHERN (BAJO CAUCA ANTIOQUEÑO SUR DE CÓRDOBA)</b>								

CENTRAL META GUAVIARE REGION								
	CORRIDOR	DEPARTMENT	MUNICIPALITY	ACTIVITY	DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$
51	UNILLA - LA LIBERTAD - CALAMAR	GUAVIARE	CALAMAR	FORTALECIMIENTO DEL PROYECTO DE VIDA	Support the construction of the children's and adolescents' life project from the educational institution Antonio Nariño, as a protective environment where tools are offered to strengthen their individual capacities and promote their insertion in the socio-economic development of their territory.	IN CLOSEOUT		
52				MEJORAMIENTO INFRAESTRUCTURA ESCOLAR I.E. ANTONIO NARIÑO	Guarantee access to education by improving the physical infrastructure of the educational institution Antonio Nariño and ensure access to social and economic services for the children and adolescents.	IN CLOSEOUT		
53			EL RETORNO, SAN JOSE DEL GUAVIARE	DIVERSIFICANDO LA ECONOMÍA- CACAOCULTURA GUAVIARE	Promote the productive diversification of the corridor by strengthening the cocoa activity by improving the associativity, the quality of the cocoa bean and facilitating access to differentiated markets in the department of Guaviare.	IMPLEMENTATION		

CENTRAL META GUAVIARE REGION								
	CORRIDOR	DEPARTMENT	MUNICIPALITY	ACTIVITY	DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$
54	UNILLA - LA LIBERTAD - CALAMAR		EL RETORNO, SAN JOSE DEL GUAVIARE	CONSTRUYENDO TERRITORIO	Promote the economic, social and environmental sustainable development of the corridor in the department of Guaviare, by improving the network of tertiary access roads to its productive agroforestry and livestock production circuit.	IN CLOSEOUT		
55	TROCHA GANADERA		SAN JOSÉ DEL GUAVIARE EL RETORNO	MEJORAMIENTO DE LA INFRAESTRUCTURA COMUNITARIA Y ESCOLAR	Contribute to the access of social and economic services of the children and their families, by improving the continuity of the provision of the aqueduct service in the town and the adequacy of the physical infrastructure of the facilities of the educational institution Caño Blanco II.	IN CLOSEOUT		
56				RED ELÉCTRICA CENTRO DE SALUD EL BOQUERÓN	Contribute to the access of health services of the inhabitants and small producers of the town center El Boquerón, by constructing an electrical network of medium - low voltage and complementary works for the health center.	IN CLOSEOUT		
57				ESCUELAS QUE TRANSFORMAN TERRITORIOS	Promote socio-economic development through the improvement of protective environments with the provision of basic education services guaranteeing the permanence of children and adolescents in the region, which allows the promotion of leadership and opportunities arising from a life project according to the context of its territory.	IN CLOSEOUT		
58	BARRANCO COLORADO	META	PUERTO RICO	CAMINOS PARA EL DESARROLLO	Improve the access of the tertiary roads of the corridor, as a bet on infrastructure for the development of the field and the construction of peace to allow a greater impact in the generation of local economies.	IN CLOSEOUT		

CENTRAL META GUAVIARE REGION								
	CORRIDOR	DEPARTMENT	MUNICIPALITY	ACTIVITY	DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$
59				FORTALECIMIENTO ORGANIZATIVO - EMPRENDIMIENTO E INNOVACIÓN	Strengthen the cocoa economy, through the associative, organizational and business component, to improve management and negotiation skills with the private and public sector, improving competitiveness and insertion into new markets.	IMPLEMENTATION		
60				RED DE JÓVENES REPORTEROS	Encourage and strengthen technical assistance and organizational strengthening processes aimed at youth groups that allow incidence, empowerment and transformation of their realities in the territory through local and regional informational endeavors.	IMPLEMENTATION		
61				ESTUDIOS Y DISEÑOS PARA LA CONSTRUCCION DE CENTRO DE ACOPIO	Support the realization of Studies and Designs for the construction of the cocoa collection center in the Barranco Colorado Corridor, as a projection strategy for the economic reactivation.	IN CLOSEOUT		


62	CROSS-CUTTING	META, GUAVIARE	CALAMAR, EL RETORNO, PUERTO RICO, SAN JOSE DEL GUAVIARE, VISTA HERMOSA	CAPITAL SOCIAL Y EMPODERAMIENTO ECONÓMICO RURAL GLACS	Strengthen the social capital and economic empowerment of rural communities in the municipalities of San José del Guaviare, El Retorno and Calamar in the department of Guaviare, and of Puerto Rico and Vista Hermosa in the Meta, to improve their quality of life in a sustainable way, based on its organization in Local Savings and Credit Groups (GLACs), the characterization of local entrepreneurs, the identification and strengthening of income generating opportunities in the territory, and the establishment of a GLAC Network for an open dialogue, the planning and self-management of the local development.	IMPLEMENTATION		
63	CROSS-CUTTING	META	LA MACARENA	TURISMO COMUNITARIO EN LA MACARENA META	Support the development of the community tourism sector as a diversified, complementary and sustainable source of income through legal activities such as promoting the conservation of the environment, biodiversity, cultures and traditions.	IMPLEMENTATION		
64	TURISMO SIERRA DE LA MACARENA			MACARENA UN DESTINO INTERNACIONAL	Improve tourism competitiveness of La Macarena through English training for local guides	APPROVAL		
65			FORTALECIMIENTO A LOS DESTINOS TURÍSTICO RAUDAL Y CACHIVERA	Improve efficiency and quality in the provision of existing ecotourism services on the Raudal and Cachivera routes	IMPLEMENTATION			

CENTRAL META GUAVIARE REGION									
	CORRIDOR	DEPARTMENT	MUNICIPALITY	ACTIVITY	DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$	
66	TURISMO SIERRA DE LA MACARENA, VISTA HERMOSA - MARACAIBO - PIÑALITO	GUAVIARE	LA MACARENA, VISTA HERMOSA	ORDENAMIENTO Y PLANIFICACIÓN PARA EL TURISMO	Promote socio-economic development and environmental recovery through the implementation of a planning and tourism management strategy of the Hermosa-Macarena ecological path	APPROVAL	[REDACTED]	[REDACTED]	
67			LA MACARENA, VISTA HERMOSA	FORTALECIMIENTO PARA EL DESARROLLO TURÍSTICO	Strengthen the nature tourism value chain through a community-based approach in La Macarena	APPROVAL			
68	VISTA HERMOSA - MARACAIBO - PIÑALITO		VISTA HERMOSA		LLANO Y CAFÉ	Strengthen coffee competitiveness in the Vista Hermosa corridor – Maracaibo-Piñalito, through good agricultural practices focusing on quality and improved market access.			IMPLEMENTATION
69					RUTA ECOLOGICA PARA EL DESARROLLO	Promote training processes and road improvements that strengthen capacities of JACs			IMPLEMENTATION
70	TROCHA GANADERA, UNILLA - LA LIBERTAD - LAS DAMAS			CALAMAR, SAN JOSE DEL GUAVIARE	CAMINANDO EL TERRITORIO	Optimize mobility and development, by improving the tertiary roads of the corridors to boost sustainable local economic development.			APPROVAL
71	SERRANÍA LA LINDOSA - EL CAPRICHIO, TROCHA GANADERA, UNILLA - LA LIBERTAD - LAS DAMAS			CALAMAR, EL RETORNO, SAN JOSE DEL GUAVIARE	COLECTIVOS DE COMUNICACIONES DEL GUAVIARE - LA RUTA	Promote territorial transformation through strategies involving collective participation and the dissemination of positive messages using communication tools.			APPROVAL
72			EL RETORNO, SAN JOSE DEL GUAVIARE	GUAVIARE: TURISMO COMUNITARIO Y DESARROLLO SOSTENIBLE	Strengthen the productive chain for the provision of specialized nature and community tourism services in the department of Guaviare.	APPROVAL			

CENTRAL META GUAVIARE REGION								
	CORRIDOR	DEPARTMENT	MUNICIPALITY	ACTIVITY	DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$
73			CALAMAR, EL RETORNO, SAN JOSE DEL GUAVIARE	ESCUELA DE RAYADORES DE CAUCHO	Improve natural rubber commercialization of in the department of Guaviare, through the generation of services and implementation of new commercial alliances for the socio-economic growth of families linked to the rubber chain at the regional level and National.	APPROVAL		
<b>TOTAL CENTRAL META GUAVIARE</b>								

CENTRAL CAQUETA REGION								
	CORRIDOR	DEPARTMENT	MUNICIPALITY	ACTIVITY	DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$
74	PIEDEMONTE BELÉN	CAQUETÁ	BELEN DE LOS ANDAQUIES	CAMINOS DE OPORTUNIDAD	Improve connectivity and mobility of the tertiary network in the veredas of San Luis, Los Angeles, El Porvenir, Sarabando Medio, Alto Sarabando, Aletones, in the municipality.	IMPLEMENTATION		
75				MEJORANDO ESPACIOS DE EDUCACIÓN RURAL.	Contribute to the improvement of rural education scenarios to more than 180 children and adolescents in the municipality.	IN CLOSEOUT		
76				TURISMO COMO OPCIÓN DE VIDA	Harmonize natural scenarios as a tool for tourism and environmental development.	IN CLOSEOUT		
77	PIEDEMONTE BELÉN		BELEN DE LOS ANDAQUIES	RECONSTRUYENDO LA CULTURA BELEMITA	Contribute in the construction of the social fabric of children and adolescents in the municipality.	IN CLOSEOUT		
78	PIEDEMONTE SAN JOSÉ		SOLANO	NUEVO AROMA DE CACAO	Promote territorial development through the consolidation of an associative venture of cocoa-producing families of the municipality of San José del Fragua, through organizational, business, commercial and operational	IMPLEMENTATION		

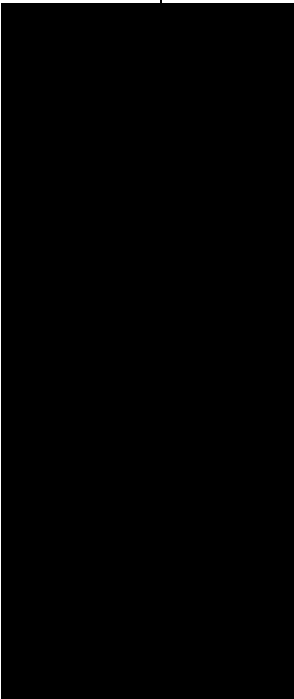
CENTRAL CAQUETA REGION								
	CORRIDOR	DEPARTMENT	MUNICIPALITY	ACTIVITY	DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$
					support in coordination with the private sector.			
79				TURISMO COMUNITARIO	Strengthen the tourism value chain in the municipality.	IMPLEMENTATION		
80				FORMANDO PARA EL FUTURO	Direct learning processes to the generation of installed capacity for the agro-touristic sector.	IN CLOSEOUT		
81	PIEDEMONTESAN JOSÉ		SAN JOSE DEL FRAGUA	CONECTANDO EL DESARROLLO RURAL	Promote territorial competitiveness, through the improvement of connectivity and mobility of the tertiary network in the upper area of the mountain range of the municipality.	IN CLOSEOUT		
82				OPORTUNIDAD QUESERA	Promote the development of the cheese production chain of the municipality.	IMPLEMENTATION		
83	MONONGUETE - SOLANO		SOLANO	MARCANDO LA HUELLA	Improve connectivity and mobility of the tertiary network in the veredas of Esperanza, Sincelejo, Rosal, and Macarena from the municipality.	IMPLEMENTATION		
84				BUSCANDO UN RELEVO GENERACIONAL	Provide protective spaces for children and adolescents of the educational institutions of Mercedes and Campo Elías Marulanda in the municipality.	IN CLOSEOUT		
85				DESARROLLANDO LA RUTA	Improve the connectivity of the four populated centers of San Antonio de Getuchá, Remolinos de Aricuntí, La Ilusión and Agua Blanca next to the Municipality of Milán-Caquetá.	IMPLEMENTATION		
86	RUTA DEL KOREGUAJE		MILAN	JUVENTUD PRODUCTIVA	Promote and generate a culture of entrepreneurship among youths through product innovation in accordance with territorial productive vocation.	IMPLEMENTATION		

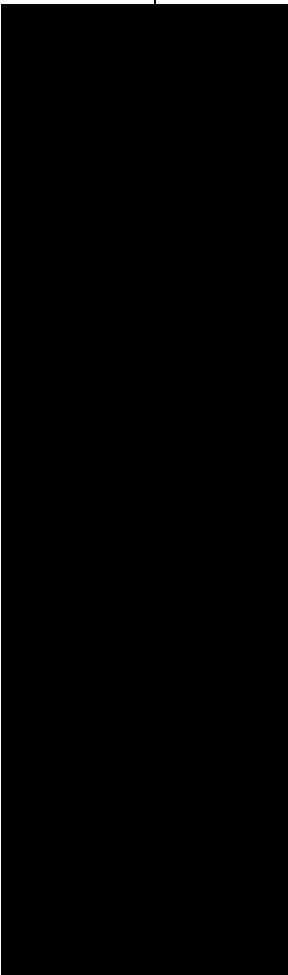
CENTRAL CAQUETA REGION								
	CORRIDOR	DEPARTMENT	MUNICIPALITY	ACTIVITY	DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$
87	CROSS-CUTTING		BELEN DE LOS ANDAQUIES, LA MONTAÑITA, SAN JOSE DEL FRAGUA, SOLANO	EL BIEN GERMINA YA	Strengthen and disseminate positive adaptations of social actors working on peace building, by developing their potential as individuals and as a collectivity, promoting alliances and qualifying their capacity for management, advocacy and participation.	IMPLEMENTATION		
88	CROSS-CUTTING		BELEN DE LOS ANDAQUIES, LA MONTAÑITA, SAN JOSE DEL FRAGUA	ASOCIATIVIDAD, MISIÓN POSIBLE PARA EL DESARROLLO EMPRESARIAL	Implement in a year the associative model of trust generation and entrepreneurial strengthening to 30 producer organizations with actors that promote economic development in the municipalities of Milan, Solano, San José del Fragua, La Montañita and Belén de los Andaquíes, under a sustainability approach that concludes in the empowerment of a model of wealth generation and socio-economic growth of social capital, which is inclusive and based on the productive vocation and the certain demand of agricultural and tourist products or services, all from of the regional conditions, the vision of territory and the public-private articulation.	IMPLEMENTATION		
89	PIEDEMONTESAN JOSÉ		SAN JOSE DEL FRAGUA	ACERCANDO LA RURALIDAD	Promote the empowerment and leadership of the communities in the management and provision of services that contribute to the improvement of rural communication in San José del Fragua.	IMPLEMENTATION		



CENTRAL CAQUETA REGION								
	CORRIDOR	DEPARTMENT	MUNICIPALITY	ACTIVITY	DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$
90	TRIUNFO - UNIÓN PENEYA - MATEGUADUA		LA MONTAÑITA	CIRCUITOS VIALES PRODUCTIVOS	Improve the connectivity and mobility through tertiary road improvement.	IMPLEMENTATION		
91	PIEDEMONTE SAN JOSÉ		SAN JOSE DEL FRAGUA	UNA APUESTA PARA EL FUTURO	Contribute to regional economic reactivation through the competitive strengthening in the production and commercialization of bocadillo banana.	APPROVAL		
92	TRIUNFO - UNIÓN PENEYA - MATEGUADUA		LA MONTAÑITA	ECONOMIAS SOSTENIBLES	Consolidate the dairy value chain through technical support aimed at maintaining good practices in cheese production and the construction of rural business skills.	APPROVAL		
<b>TOTAL CENTRAL CAQUETÁ</b>								

NATIONAL/CROSS CUTTING								
	CORRIDOR	DEPARTMENT	MUNICIPALITY	ACTIVITY	DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$
93	CROSS-CUTTING	CROSS-CUTTING	CROSS-CUTTING	CONSULTOR AMBIENTAL PROGRAMA TERRITORIOS DE OPORTUNIDAD	Technical assistance in Compliance with USAID Regulation 216 as well as Colombian Environmental Regulation .	IN CLOSEOUT	■	■

CENTRAL CAQUETA REGION								
	CORRIDOR	DEPARTMENT	MUNICIPALITY	ACTIVITY	DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$
94	CROSS-CUTTING	CORDOBA, NARIÑO, PUTUMAYO	PUERTO ASIS, PUERTO LIBERTADOR, TUMACO	ESTRATEGIA PEDAGÓGICA PARA LA CONFIANZA Y DESARROLLO SOCIAL	Design and implement a pedagogical strategy and social mobilization in the municipalities of Tumaco, Puerto Asís and Puerto Libertador aimed at strengthening citizen confidence and social development, which, from the conceptual and methodological approach of citizen culture, contributes to CDLO's purpose of strengthening the capacity and social cohesion of rural communities affected by the conflict.	IMPLEMENTATION		
95	CROSS-CUTTING	CROSS-CUTTING	CROSS-CUTTING	APOYO EVENTOS DE PLANEACION PARTICIPATIVA PDTS	Support the logistics organization of the meetings, training and strategic events of the second level (municipal) of participatory planning in the PDET in coordination with the ART.	IN CLOSEOUT		
96	CROSS-CUTTING	CROSS-CUTTING	CROSS-CUTTING	RETOS PARA LA COMPETITIVIDAD SECTORIAL DE CACAO	Generate a multi-level dialogue mechanism among representatives of the sector in order to analyze the challenges and propose effective solutions, to contribute to the improvement of the competitiveness of the cocoa sector. The main objective of the event is oriented to the analysis of the cocoa situation in Colombia in terms of sectoral competitiveness and market access.	IMPLEMENTATION		

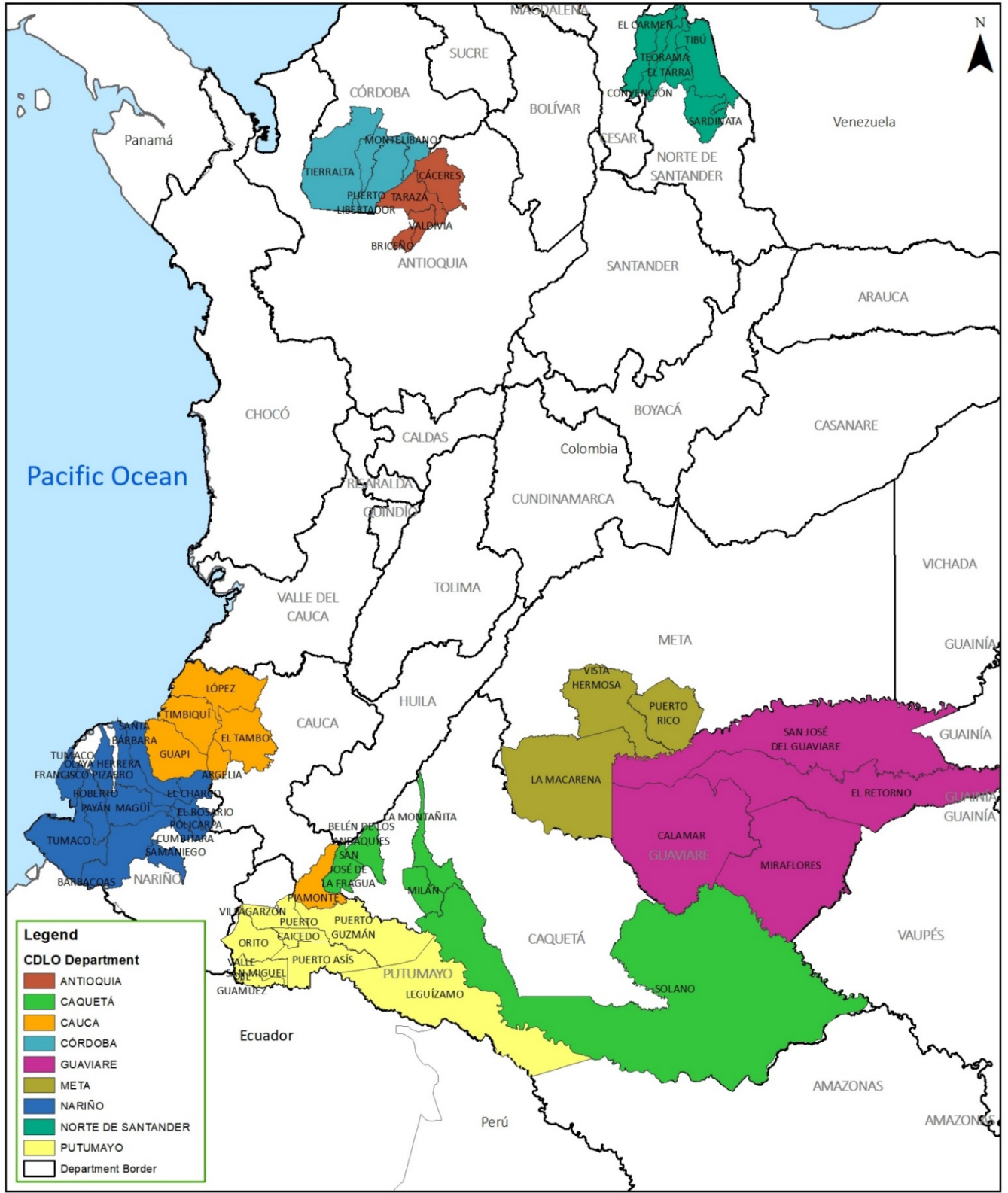
CENTRAL CAQUETA REGION								
	CORRIDOR	DEPARTMENT	MUNICIPALITY	ACTIVITY	DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$
97	CROSS-CUTTING	CAQUETÁ, GUAVIARE, PUTUMAYO	CROSS-CUTTING	FORMACIÓN PARA EL EMPRENDIMIENTO RURAL	Strengthen capacities through training processes and development of employment and entrepreneurship strategies for young people and women in the territories of CDLO in Guaviare, Caquetá and Putumayo.	IMPLEMENTATION		
98	CROSS-CUTTING	CAUCA, NARIÑO	CROSS-CUTTING	ECOS DEL PACÍFICO	Promote the development of the traditional music industry of the Colombian Pacific (Guapi, Timbiquí and Tumaco), through the elaboration, teaching and interpretation of typical percussion instruments from the region such as the marimba and musical compositions among others.	IMPLEMENTATION		
99	CROSS-CUTTING	CROSS-CUTTING	CROSS-CUTTING	ESTRATEGIA DE FORTALECIMIENTO A ORGANIZACIONES COMUNITARIAS	Strengthen the grassroots community organizations present in the CDLO corridors through a participatory methodology, allowing them to be effective partners and agents of change in the territories in the provision and maintenance of community infrastructure and related services.	IMPLEMENTATION		
100	CROSS-CUTTING	CROSS-CUTTING	CROSS-CUTTING	FORTALECIMIENTO CADENA VALOR NO MADERABLES DEL BOSQUE	Strengthen productive and business capacities of productive organizations linked to the value chain of non-timber forest products to improve the efficiency and income of related families.	IMPLEMENTATION		
101	CROSS-CUTTING	CROSS-CUTTING	CROSS-CUTTING	DIÁLOGOS MULTINIVEL	Support venues for dialogue, communication and dissemination among public, private and civil society actors (CBOs) that are present in the territories covered by the program.	IMPLEMENTATION		

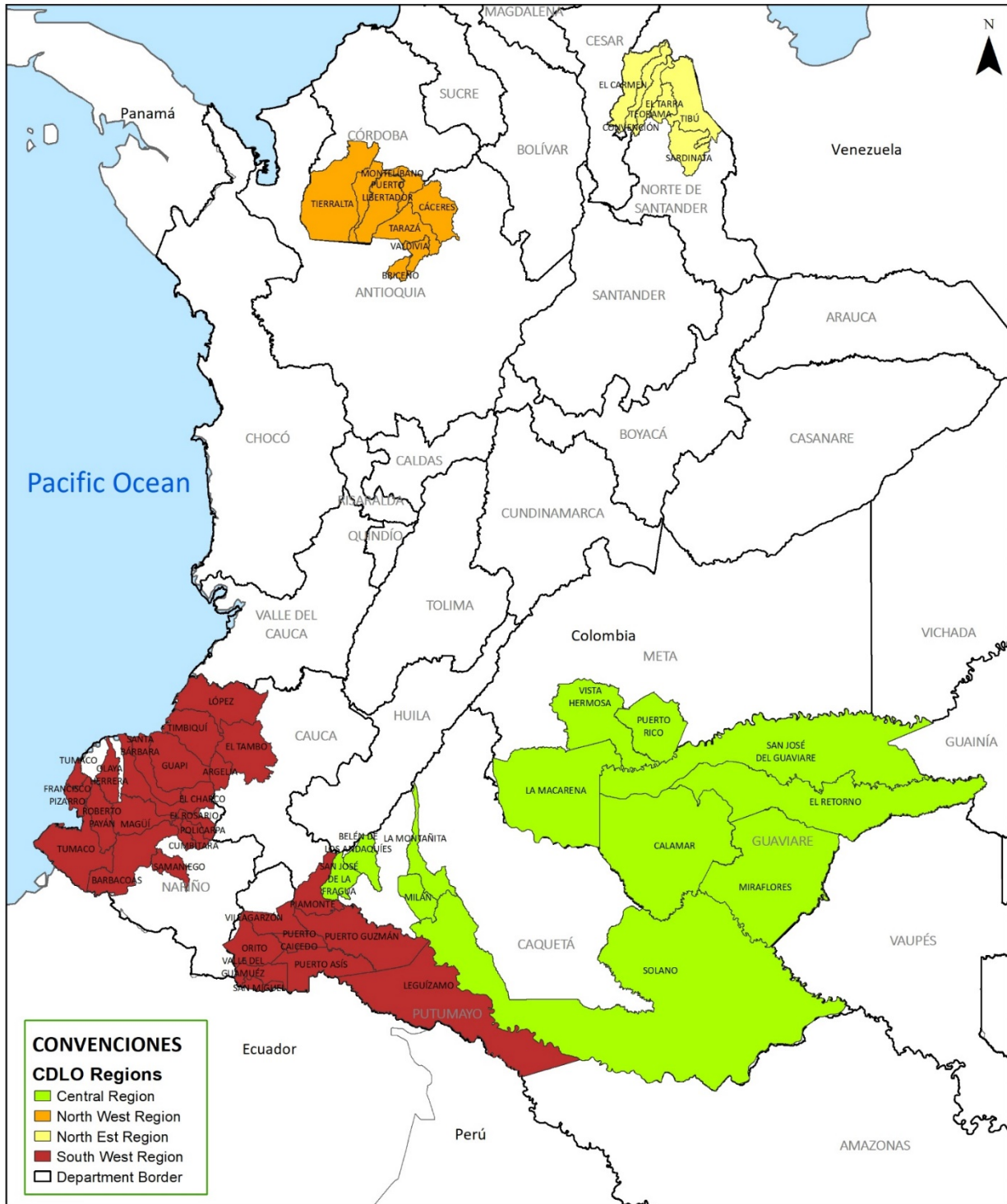
CENTRAL CAQUETA REGION								
	CORRIDOR	DEPARTMENT	MUNICIPALITY	ACTIVITY	DESCRIPTION	STATUS	PUBLIC PRIVATE LEVERAGING (\$USD)	CDLO AMOUNT USD \$
102	CROSS-CUTTING	CROSS-CUTTING	CROSS-CUTTING	ACOMPAÑAMIENTO AMBIENTAL EN TERRITORIOS DE OPORTUNIDAD	Cross-cutting environmental STTA.	IMPLEMENTATION		
103	CROSS-CUTTING	NARIÑO, PUTUMAYO	ORITO, PUERTO ASIS, TUMACO, VALLE DEL GUAMUEZ, VILLAGARZON	EMPLEO Y EMPRENDIMIENTO PARA JÓVENES RURALES	Promotes employment and entrepreneur opportunities for rural youth in the departments of Nariño and Putumayo, through the economic and social development of local gastronomy, tourism and hospitality sectors.	IMPLEMENTATION		
104	CROSS-CUTTING	CROSS-CUTTING	CROSS-CUTTING	ASISTENCIA TÉCNICA SUPLEMENTARIA	Supplementary technical assistance seeks to support the fulfillment of the program's objectives.	APPROVAL		
<b>TOTAL NATIONAL/CROSS CUTTING</b>								
<b>TOTAL CDLO</b>								

# ANNEX 2: MAPS OF CDLO COVERAGE

# Territorios de OPORTUNIDAD

# CDLO COVERAGE Departments





**U.S. Agency for International Development**

1300 Pennsylvania Avenue, NW

Washington, DC 20523

Tel: (202) 712 0000

Fax: (202) 216 3524

[www.usaid.gov](http://www.usaid.gov)