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Washington, D.C. Consultations

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Mission's Traditional Objectives:

- Alternative Development
- Democratic Governance & Human Rights
- Internally Displaced Persons
- Demobilization, Reintegration and Victims

2001 – 2008: \$912 Million



Strategy Development Process

2008:

- May: USAID Strategy Off Site
- July/August: GAO Draft Report, GOC Strategic Leap Development and USG Interagency Working Group sessions
- September-November: Two Independent Counter-narcotics Assessments
- October 8: Ambassador's Country Team Retreat
- October – December: US Embassy develops "Colombia Strategic Development Initiative" (CSDI)

2009:

- CSDI Interagency Operations Designed
- GOC Strategic Leap Decree approved by President Uribe
- USAID Strategy Offsites produces draft Strategic Framework

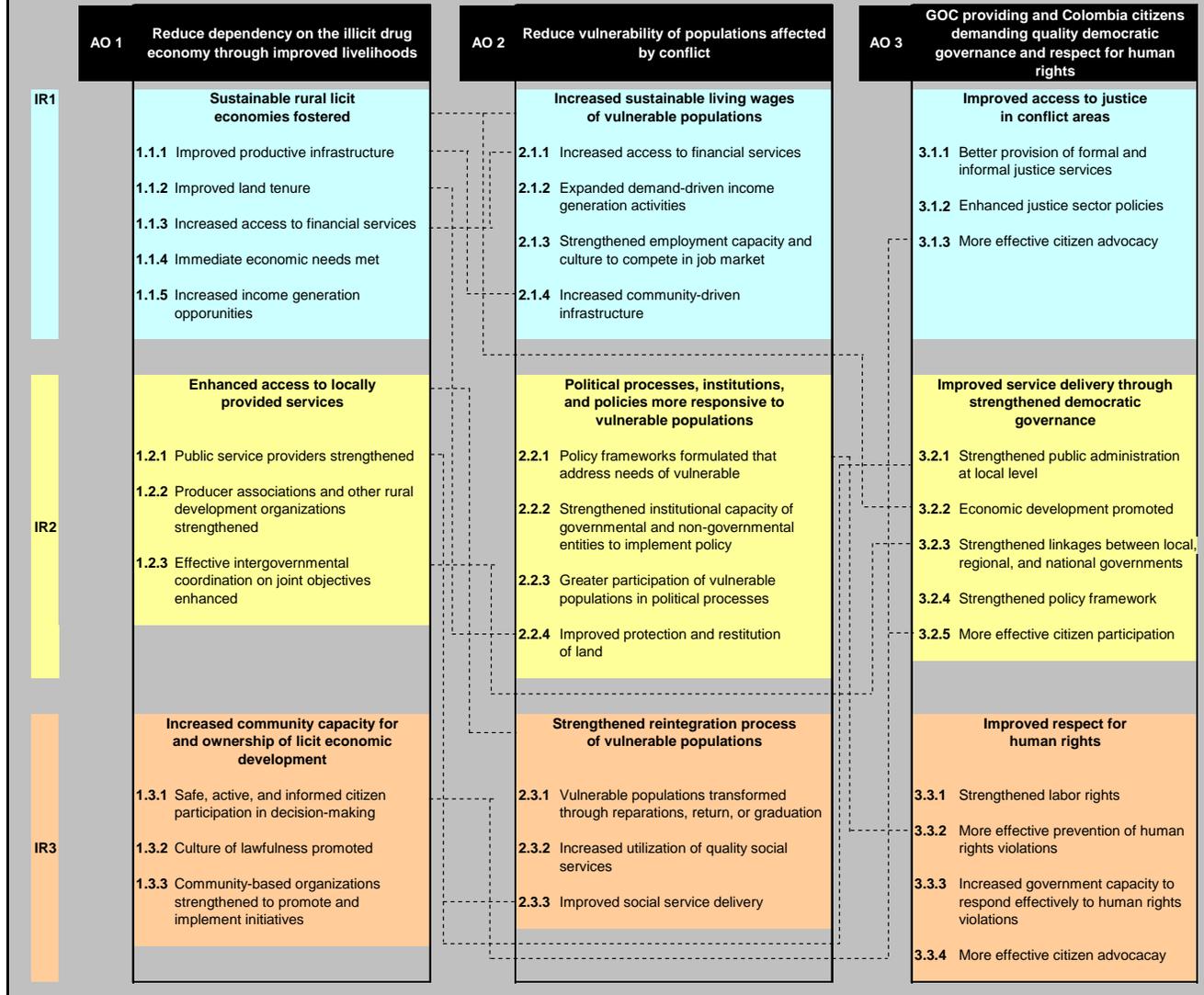


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USAID/Colombia Mission Strategy 2009-2013

Overall Goal: To Foster Governance and Active Citizen Participation to Promote a Coca-Free Economy in Conflict Areas in Colombia





Influential Elements of New Livelihoods Approach:

Alternative Development Consultations Process

- 59 Colombian and international NGOs participated, which represented interests of another 100 organizations
- All parties described process as open, meaningful, and constructive
- USAID programs updated and new strategy designed using input from consultations process
- Current day-to-day dialogue is frank, honest, and respectful
- Next series of consultations begin in Summer 2009



Influential Elements of New Livelihoods Approach:

Findings from Recent Counter Narcotics (CN) Evaluation

- **Security** is required for development
- Strengthening **state presence** is crucial for **CN Success**
- **Plan Colombia CN efforts** have achieved **localized success**
- More **integrated and geographically targeted implementation on coca clusters** would yield greater coca eradication and stabilization results
- The majority of **cocaleros want to leave coca even if faced with less income**, but they **need food security** and short-/medium-term assistance
- **Community solidarity contributes significantly** to the willingness of coca farmers to end coca cultivation
- **Flexibility and speed** are key to needs in field
- GOC's **zero illicit policy can create obstacle to economic development**
- **New indicators** of impact and success are required
- CN efforts must focus more on **balloon effect**
- **GOC must take ownership** of program within 5 years



Influential Elements of New Livelihoods Approach:

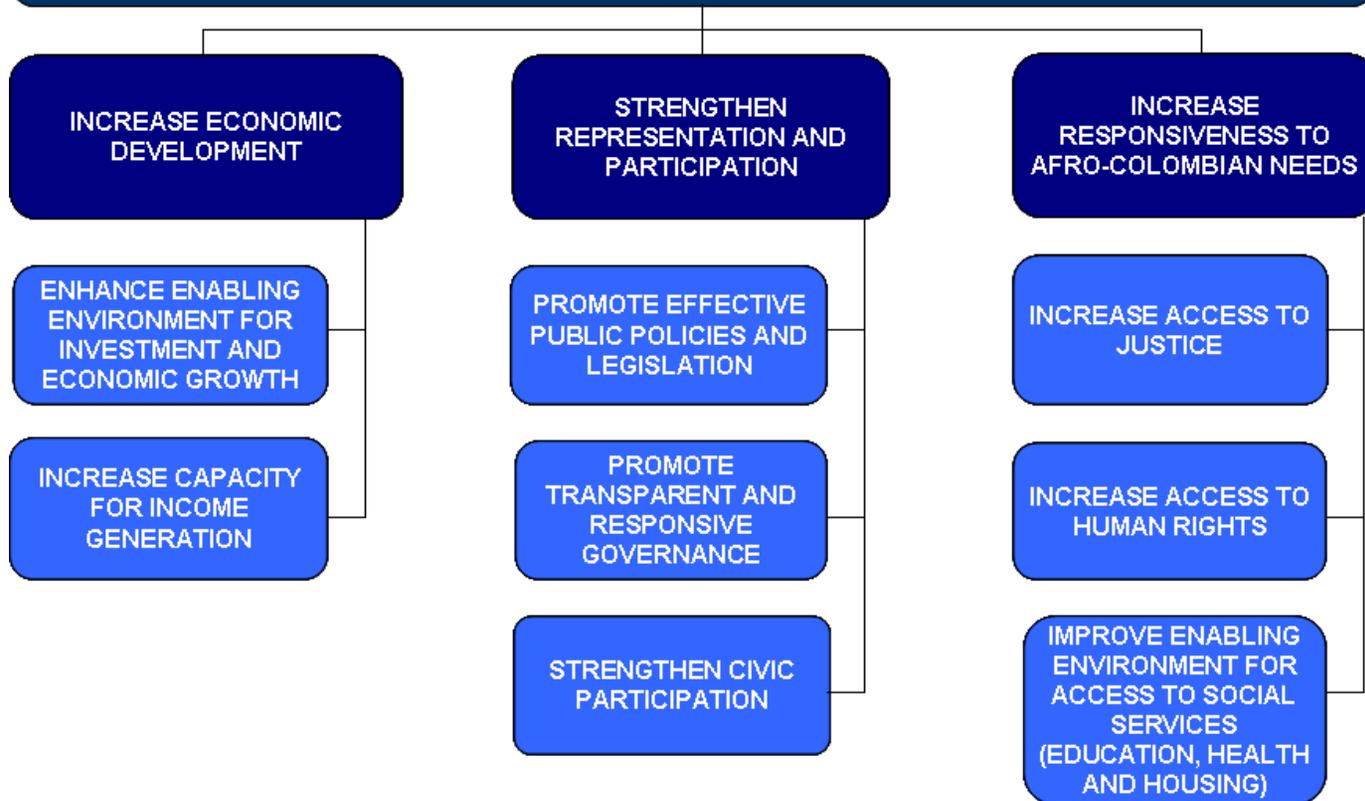
Findings from Recent Catatumbo Region Assessment

- **Security** is a precursor for development
- Large USAID **AD investments have made eradication successes sustainable** across large geographic areas
- **AD projects that are too geographically diverse are less effective** than more investment in one geographic area
- Region as a whole has not reached “irreversibility” and **continued support is needed**
- **Aerial and other forced eradication** had a significant impact on coca cultivation but an **integrated approach is required**
- USAID’s African Palm **alianza investments have contributed to irreversibility** of legal economy in Tibu



Influential Elements of New Livelihoods Approach: **USAID/Colombia Afro-Colombian Strategy (not for comment)**

GOAL: Foster improvement of the economic, political and social conditions of Afro-Colombians affected by conflict





Influential Elements of New Livelihoods Approach:

Experience from Consolidación Integral de la Macarena (PCIM) Pilot Initiative

- First time implementing a sequenced and fully-coordinated government-wide effort to develop an integrated rural development strategy to consolidate state presence
- Objectives: quickly demonstrate civilian presence, foster community development, manual and voluntary eradication of coca, and respond to citizen needs
- Activities include: Small-scale, quick-implementation, high-impact projects focused on providing social services and support for productive activities (planning and human resource support)
- More than 9,000 hectares of coca eradicated with less than 2.5% replanted
- GOC led effort; USG remains in background



PCIM Pilot Initiative (cont.)

Macarena
Integrated
Consolidation
Plan

Coordinated Action:

**Territorial
Security**

**Economic and
Social
Development**

Citizen Protection

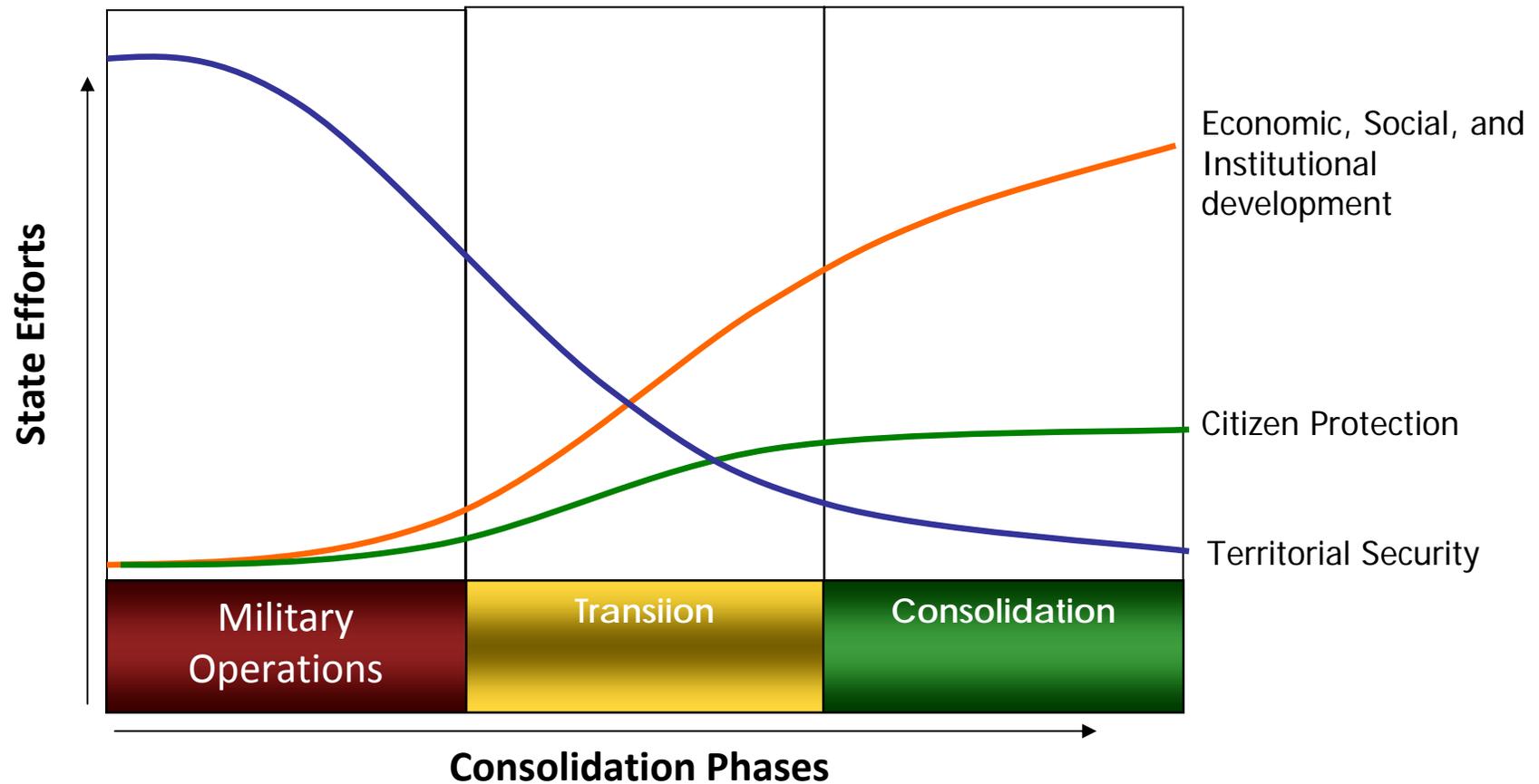
to establish the following conditions

security, rule of law, governance, economic opportunities, social services that provide citizens confidence and local ownership over the development of their community



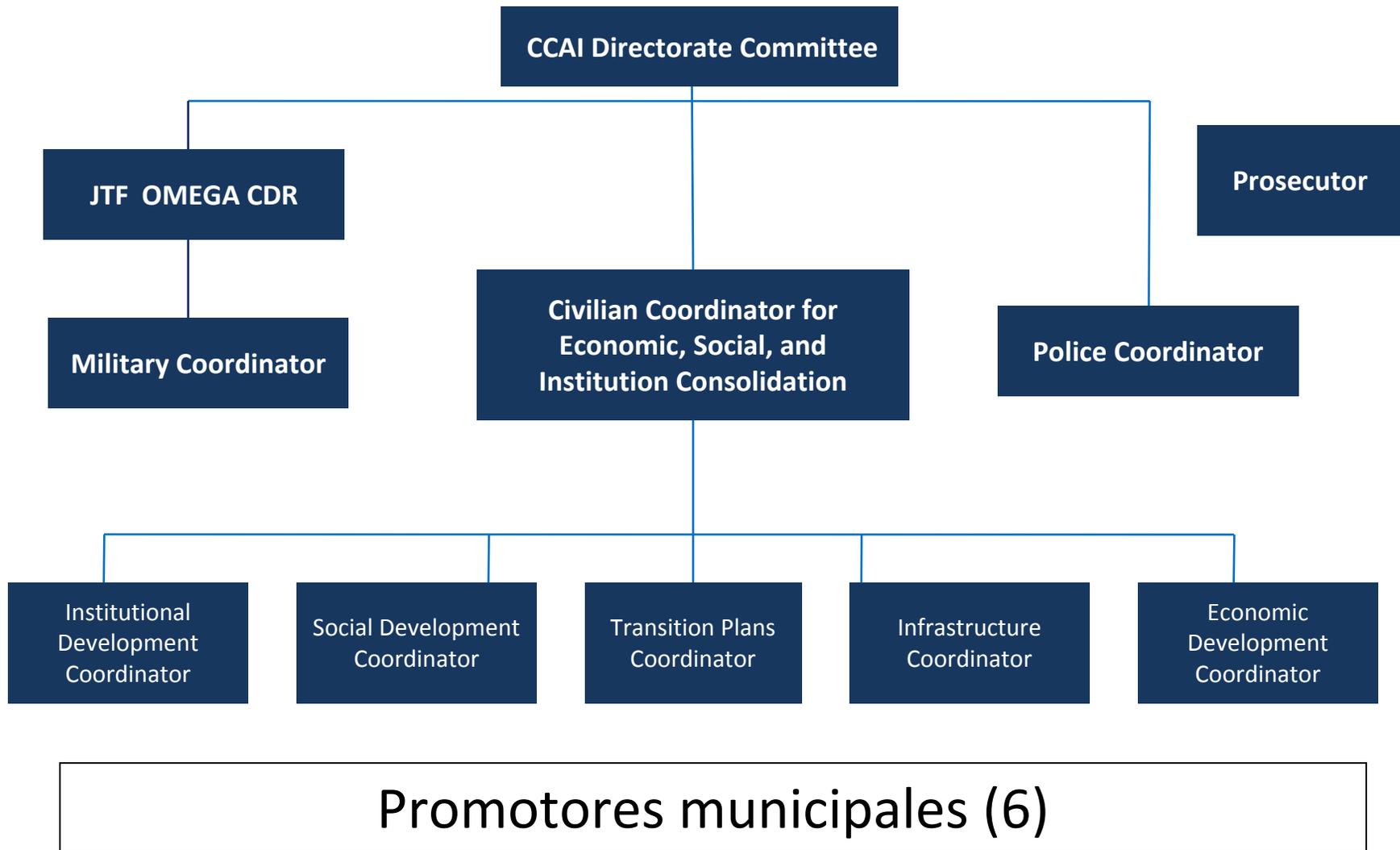
PCIM Pilot Initiative (cont.)

Coordination and Sequencing of Security, Citizen Protection and Development





PCIM Pilot Initiative (cont.)





PCIM Pilot Initiative (cont.)

Traffic Light System:

Zone	PCIM Focus
Consolidation	State permanent presence, citizen confidence, opportunities
Transition	<ul style="list-style-type: none">• Citizen security• Immediate subsistence• Trust building
Recuperation	Security operations to recuperate territory from illegally armed groups

Advances:

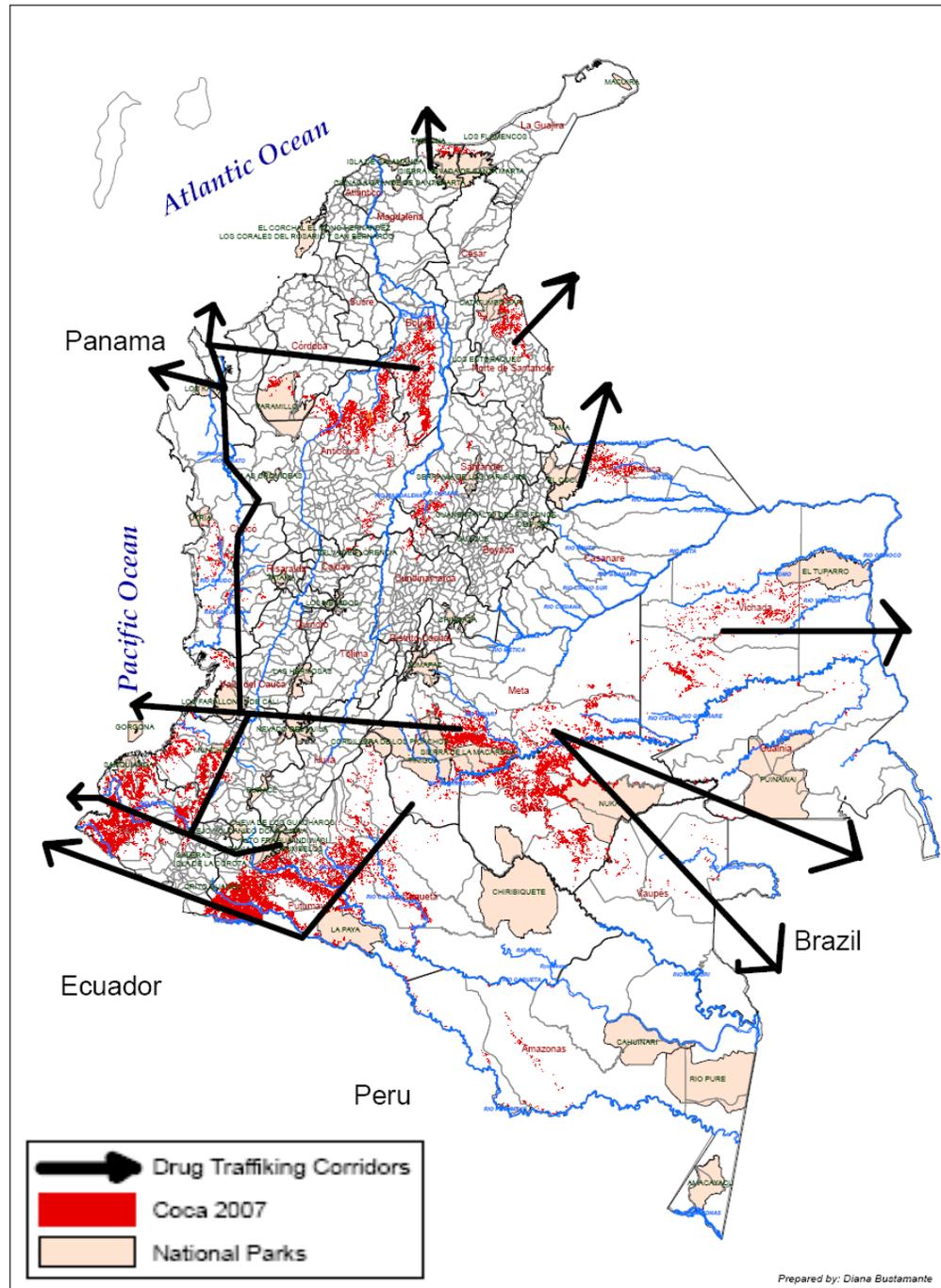
- 9,000 hectares manually and voluntarily eradicated
- Less than 2.5% replanting
- More than 60% level of citizen confidence in the State



The New Livelihoods/ Alternative Development Program

Criteria for Geographic Targeting:

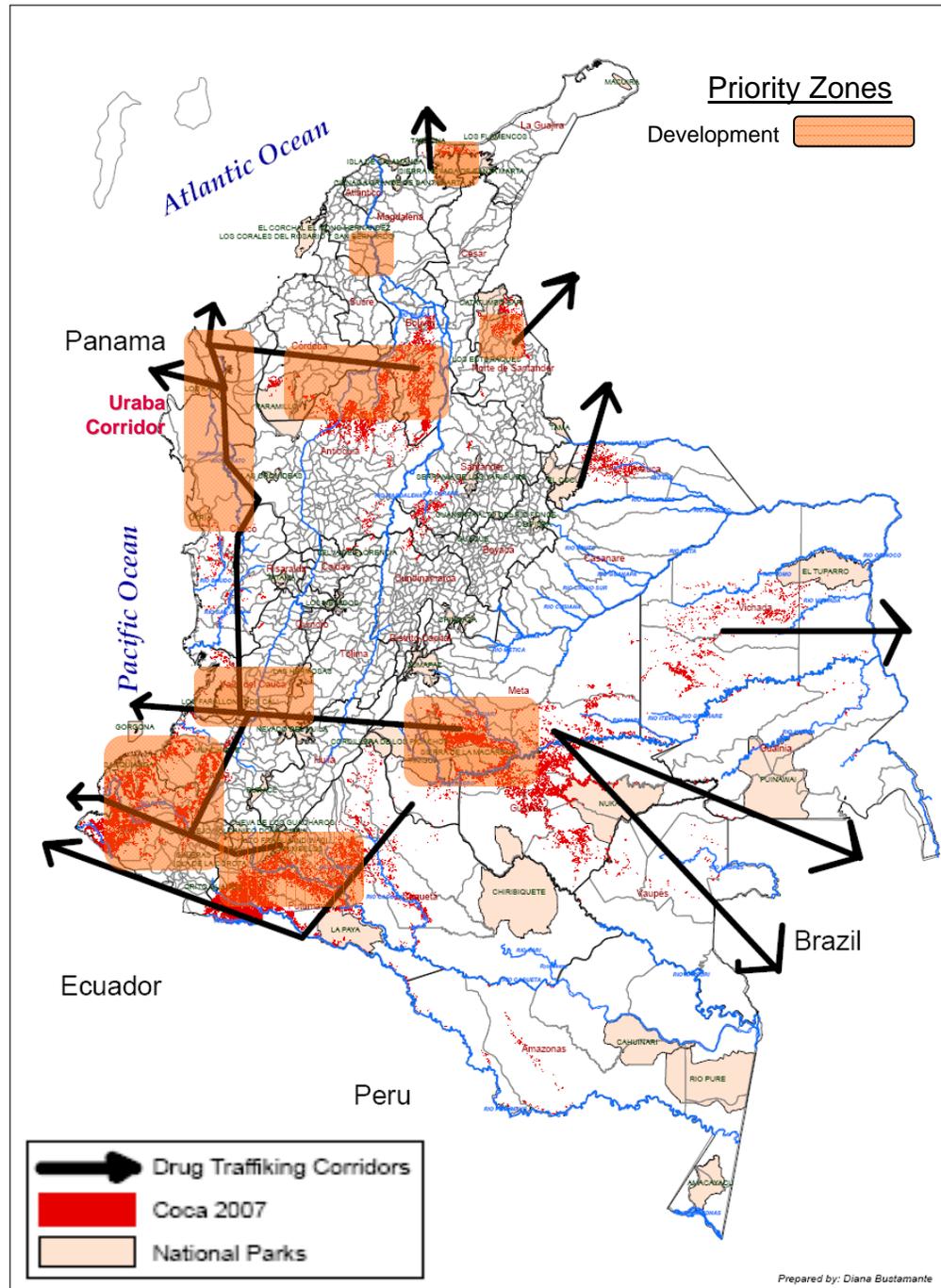
1. High Priority for GOC
2. Potential for Sustainable Security and State Presence
3. Coca eradication or interdiction
4. Economic and Social Viability
5. Humanitarian Needs





Drivers for an Integrated, Interagency Approach:

- Security
- Counter-narcotics
- **Development**





Guiding Principles for Livelihoods Program

- **Integration and Coordination** is key to success
- **Regional leadership** and presence is essential
- **Colombian individuals and organizations** are the face of USAID's efforts
- **Flexible** and **rapid response**
- Implementation based on “**rolling**” and **fluid design**
- **Colombian organizations will take the lead**
- Implementers will have capacity to **expand geographically and technically** as necessary throughout life of program



The New Livelihoods Program

- Five (5) contracts or assistance agreements for **regionally focused, integrated initiatives**
- One (1) contract or assistance agreement for other **Livelihoods/AD activities in non-priority geographic zones**
- One (1) local agreement for **monitoring & evaluation efforts**
- One (1) contract or assistance agreement for **public policy reform**
- New implementation structure attempts to include as many organizations as possible
- Structure will make Colombians the face of USAID's work
- Integration and coordination is key
- Total livelihoods investment of \$500-800 million over life of program