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MESSAGE FROM THE PRESIDENT OF THE REPUBLIC, JUAN MANUEL SANTOS, IN THE NATIONAL MEETING ON ALTERNATIVE DEVELOPMENT

Medellin, 19th of November 2014

Dear friends,

This Meeting is organized by the Administrative Unit for Territorial Consolidation, directed by Germán Chamorro – who I send a warm greeting to, as well as to Javier Flórez, director of the Programs against Illicit Crops – a Unit that is one of our most valuable assets in terms of social inclusion and reconciliation policy.

I consider the celebration of this meeting to be very appropriate, and I am glad the “always beautiful” city of Medellín is hosting it, a city that leads progress and innovation and is an excellent example for all Colombians.

As we know well, the consolidation zones comprise one of the main subjects that we have focused on as a government; I have recognized the importance of these zones since we created them when I was the Minister of Defense. This is the reason why we created a specific Unit for this topic – coming under the Social Inclusion and Reconciliation sector – to give it more attention. This is both an ethical and budgetary investment.
To move towards legality is, without a doubt, to support the transformation of territories. Consequently, it isn’t enough to just eradicate illicit crops per se; it is also important that rural families that abandon these crops have access to productive and sustainable life plans that guarantee their wellbeing.

The 700 Forest Warden Families for Prosperity gathered here today are a clear example of this transformation: men and women committed to the goal of ending the cultivation of illegal crops and, as a result are committed to peace. I send all my gratitude to these families.

Precisely today, and the reason for my absence, we are witnessing the fruits of consolidation. We have provided 2.3 billion pesos for productive projects in livestock, coffee and food security for families that are beneficiaries of the Land Restitution Program in Ataco and Planadas, in the department of Tolima. These are much more than just projects for participants. These initiatives represent a dignified form of subsistence for these families.

Fortunately we have positive examples such as these all around the country, from La Macarena to Montes de Bolívar, where new opportunities for legal work and progress are growing.

This topic is so important that it forms an essential part of one of the partial agreements that we have reached in La Habana. In these agreements we have committed to strengthening support to alternative development programs working in close collaboration with communities, as it should be.
For these reasons I thank the participants and celebrate the holding of this Meeting; I am convinced that this initiative helps us to make the vision that I have been proposing to Colombians into a reality, and I know that it is a vision we all share: to build a new country living in peace, with equality and better education.

Juan Manuel Santos
President of the Republic of Colombia
The National Meeting on Alternative Development (ENDA) is, for the Administrative Unit for Territorial Consolidation (UACT), a highpoint in the road and a moment to reflect on and bring together lessons learnt from the work that we have carried out.

This event, in partnership with the United Nations Office on Drugs and Crime (UNODC), has been held since 2006. The purpose of the event is to learn about the progress made in the area of alternative development that has been successful in the country, and has resulted in an experience of peace for many communities that have traditionally been vulnerable, transforming their lives in a decisive step towards the culture of legality.

Alternative development as a strategy implemented by Colombia’s national government offers small-scale producers viable options for the generation of legal income and the creation of new opportunities in their territories, achieved through post-eradication and containment models. The Forest Warden Families for Prosperity Program has linked more than 60,000 families to these processes. The ENDA Meeting brings together different organizations that have been supported in the framework of the previously described strategies. This event facilitates an exchange of experiences for beneficiaries, in which producers from different alternative development organizations publicize their products and share their knowledge.

In compliance with what has been established in the National Policy for Territorial Consolidation and Reconstruction, the UACT -created in 2011 through Decree 4161- has achieved important results in the fight against illicit crops, strengthening state presence in areas where it has traditionally been low, with limited guarantees for the exercise of freedom and constitutional rights of its people.
Furthermore, the UACT has managed to maintain 800,000 hectares free of illicit crops in the rural settlements (veredas) that have been targeted by the program. Families are establishing and/or renovating crops in these territories, including coffee, cocoa, rubber, timber, sugarcane and forestry/grazing, among others. To date, 169 organizations located in departments of Antioquia, Bolívar, Caldas, Caquetá, Caucá, Córdoba, Chocó, Guaviare, La Guajira, Nariño, Norte de Santander, Magdalena and Putumayo have received assistance within the framework of the graduation model.

The National Policy for Territorial Consolidation and Reconstruction works closely with communities that have been severely affected by the armed conflict and violence, with the hope of generating social change in these regions that guarantees genuine citizen participation and good government. In this sense, the UACT has invested 29 billion pesos in Rapid Response projects that have generated short-term positive impacts on infrastructure, connectivity and living conditions in the territories where we are intervening.

At the same time, we have mobilized resources of more than 1 trillion pesos, which are currently being executed. This funding comes from international cooperation as well as public and private partnerships; this demonstrates not just the good management carried out by this entity, but also the commitment of different actors to help fulfill our mission and strategic objectives.

The purpose of this document is to communicate the results of the UACT and its compliance in implementing the National Policy for Territorial Consolidation and Reconstruction, which has occurred through the UACT’s different areas of action with important achievements being made. Even though we are conscious that there is still a lot to do, we are accountable for our work and are always available to share our progress with any interested stakeholders.

To conclude, I would like to thank all of those people who took part in this important event possible as without your valuable help and cooperation it wouldn’t have been achievable. I am certain that this meeting will make a significant contribution to our work, and in turn will help strengthen socio-economic development and peace in our country.
Alternative development and peace

Patricia Meléndez Cuéllar
Director(e) of the Programme against Illicit Crops (DPCI)

How can peace be built from Alternative Development? In terms of peace building, a range of studies carried out by neutral entities such as the United Nations Office on Drugs and Crime (UNODC), academic institutions and different government agencies have found that the growing of illicit crops and indicators such as violence, poverty, a lack of education and the development of hospital infrastructure are intimately related. We could even highlight a directly proportional relationship between these variables and the phenomenon of illicit crops. So why does it seem that each time we refer to this concept we refer to collective or at least joint work? The answers to these questions point to what peace itself means.

Peace, in the framework of the Colombian Constitution, is defined as a right and a compulsory obligation (Article 22) in which different political and socio-economic realities can occur within a community. Peace affects all areas of daily life for all citizens and shapes the way in which social forces work or exist.

Assuming a dualistic logic it is precisely due to the consequences of living in peace or being at war that all society owes it to itself to assume a moral responsibility to obtain peace.

A scenario of peace is something that is more than desirable, not just for the implications that it involves in the medium and long term for wellbeing and human development indicators, but also for the way in which a society refers to and understands itself.

There is no doubt that an enormous discrepancy exists regarding the origins or causes of the internal conflict in Colombia. The answer to this question doesn’t just involve extensive research, but also requires bringing together different paradigms and distinct interpretations. There is a strong risk that it would be impossible to reach a consensus regarding the exact causes.
As we are conscious of what has occurred in the remote zones of our country, in which security, education, public health, transport infrastructure and communications haven’t been the best and illegal activities have had the opportunity to get a foothold, the national government has proposed a programme that, as its name indicates, presents an alternative to address the problem represented by the rise in illicit crop production.

The policy of alternative development is not just an additional tool in the fight against the production and trafficking of illicit crops and psychoactive substances, but also represents a way of contributing to integrated rural development in our country.

We are convinced that the transformation of territorial dynamics through development and improvement in the quality of life for communities represents a solution to violence and the internal conflict. The purpose of the alternative development strategy is to provide and generate the necessary conditions that make social transformation possible as part of the post-conflict process.

Alternative development as a national government strategy in the prevention and fight against illicit crops has its origins in different international agreements and declarations that Colombia has committed to through its implementation of anti-drug policies. However, it is the Political Declaration on Drugs from 1998 which provides a timely definition of alternative development, stating:

“Alternative Development is a process to prevent and eliminate the illicit cultivation of plants containing narcotic drugs and psychotropic substances through specifically designed rural development measures in the context of sustained national economic growth and sustainable development efforts in countries taking action against drugs, recognizing the particular socio-cultural characteristics of the target communities and groups, within the framework of a comprehensive and permanent solution to the problem of illicit drugs.”

Colombia has made a strong effort in the implementation of alternative development programmes through its creation of the CONPES Laws 2734 of 1994, 3218 of 2003 and 3669 of 2010. This legislation has guided alternative development policy in our country.

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However, as has been stated previously, because of the objectives of alternative development, it can't be thought of as just one additional activity in the framework of the fight against drugs. On the contrary, the UACT and our partners are convinced that the implementation of this Programme also helps to build the country.

Through generating the legal conditions and opportunities for the productive and sustainable employment of rural labor, which is intimately linked to the socio-economic development of these territories, we are contributing to the construction of peace in Colombia. It is this reason that I would like to leave as the central argument of this chapter, the close existing relation between a desirable scenario of peace and alternative development as a National Government strategy.

Below are the main results from alternative development in our country during the current period.
Forward to the 2014 executive report

Bo Mathiasen
UNODC Representative in Colombia

The United Nations Office on Drugs and Crime—UNODC—works with the Colombian Government to prevent drugs from threatening the security, peace and sustainable development opportunities in the country. The support to the Colombian Government in the formulation, execution, follow up and monitoring of the alternative development projects has been a key factor for a broad and comprehensive understanding of illicit crops.

Currently, Colombia finds itself in a defining moment in which alternative development can make a valuable contribution to peace building. Under these circumstances, it is important to strengthen and provide continuity to the initiatives that enable rural communities to sever ties with illicit economies and become a part of rural development policies. The community organizations play an important role in this process as they work as interlocutors between institutions and communities and help to replicate efforts that stem from alternative development.

Alternative development is a process that progressively builds the foundations to strengthen communities and which creates peaceful spaces that are not related to illicit crops. The National Meeting on Alternative Development – ENDA – was centered on the Alternative Development Organizations in order to highlight sustainable experiences that are helping these new communities to distance themselves from illicit crops.

One of the main strengths of the alternative development programs has been the creation and/or strengthening of producers’ organizations, which has improved living conditions of the participating families, has
helped to generate social capital in the communities and strengthen legality in rural areas.

However, it is necessary to keep working towards a greater involvement and articulation of the departmental and municipal governments as well as greater participation from the private sector. In addition to promoting the consolidation of second level organizations and the articulation of productive chains, there is also a need to link the produce of farmers with national and international markets. Additionally, in order to strengthen the commercialization processes it is necessary to provide medium-term technical assistance that links previous programs with new interventions.

This report presents a summary of the results of the alternative development programs implemented from 2012 onwards. It covers the achievements of the Post-Eradication and Containment Program as well as the results of the Productive Projects Program. With these interventions the efforts of the Colombian State are recognized in line with changes in public policies for the reduction of illicit crops.

This document also refers to the events that took place during the ENDA meeting of 2014, emphasizing the challenges that alternative development faces as a fundamental part in strengthening rural development in Colombia as well as being an indispensable element in bringing an end to the conflict and consolidating peaceful rural societies. Moreover, the results from the dialogues that took place during the Alimentec 2014 trade show are also presented. During this event the alternative development producers were provided with a space and opportunity to establish direct relationships with buyers, in order to help them strengthen their organization.

By supporting alternatives in income generation that are different to those provided by illicit economies, UNODC and the Colombian government have contributed to institutional strengthening and reconciliation between the State and the populations in vulnerable areas. This has contributed to the democratic construction of improved living conditions of communities linked to alternative development programs, the strengthening of the social fabric and the improvement of economic and social conditions.
In the fight against illicit crops and the search for a stable and long-lasting peace, it is necessary to build trust between communities and government institutions. The provision of social goods and services that contribute to the process of multi-dimensional territorial reconstruction aims to achieve this objective. This has led to progress being made in territorial consolidation and has contributed to building a desired peace in the country. We are convinced that we are going to achieve this with the commitment of everyone.

The National Meeting on Alternative Development (ENDA) is an opportunity to share the results obtained through the implementation of the National Policy for Territorial Consolidation and Reconstruction (PNCRT) that has sought to bring together institutional and community dynamics.

The Administrative Unit for Territorial Consolidation (UACT, by its Spanish acronym) mobilizes national institutions towards the territories and exercises a territorial coordination role through its regional management to deliver national services to the different intervention zones. In addition, the UACT facilitates the State’s presence in contributing to effective control of the territory, which begins with the generation of basic security conditions that progressively broaden through the development of activities. These activities establish bases for sustainable rural development, the provision of infrastructure and access to basic services and land, among others.

In this sense, the UACT encourages citizens to decide their own reality and participate in democratic processes, which strengthens local governments and involves integrated accompaniment from the State. In addition, rural communities in Colombia become aware of and can enjoy their constitutional rights. Our work is designed to transform territorial and social dynamics that affect the daily lives of families living in the communities that we are assisting.
This meeting is designed to present the achievements obtained in the implementation of the National Policy for Territorial Consolidation and Reconstruction (PNCRT) by the UACT’s Directorate of Programs against Illicit Crops. This accountability exercise includes communicating the results of actions developed within the framework of the alternative development strategy and the goals that have been achieved by these actions.

We are conscious that an adequate exhibition of the work that has been implemented to date implies not just communicating the achievements and goals reached in terms of public opinion, but also sharing the lessons learnt that have been taken from this process. These lessons learnt constitute the feedback that we hope to obtain from this meeting.

We are confident that we are on the path to complying with institutional objectives, in accordance with the Colombian government’s national policies. This is evident in the official reports that have been published in relation to population coverage and the investment of resources from the national budget for assistance to families from the program, as well as the financing of projects. These indicators demonstrate the excellent management of the implementation of the policy that has occurred to date.

We have carried out this accountability exercise for a number of years, which involves opening a participation space so that alternative development families and organizations can share their experiences. These social actors interact with other participants to create a collective learning exercise, beginning a process of entrepreneurial strengthening that reflects our combined efforts.

Alternative development is carried out on a daily basis by rural families and afro-Colombian, raizal and indigenous communities. This is
achieved through an inter-institutional agreement that, along with contributions from international cooperation, facilitates active and synergistic participation in the territory. As a result and through the effort of our producer organizations, our families and public institutions, we are building a better country.

In addition, this national government strategy progressively strengthens its integrated territorial approach, which is developed with support from those families that voluntarily wish to leave illegal activities, severing their ties with illicit crops and consequently drug-traffickers. We extend a special invitation so that more and more families can choose to follow this path, especially when they reflect on the generational legacy that they wish to leave their children and grandchildren. These changes will help to transform the country during short, medium and long term periods.

The UACT, through the Directorate of Programs against Illicit Crops, has developed two assistance models within the alternative development strategy: the Post-eradication and Containment model (known as “Forest Warden Families for Prosperity) and the graduation model. These involve families and organizations assuming responsibilities that support the implementation of the models.

These responsibilities are necessary, not just for the UACT’s mission and objectives, but also to guarantee the success and continuity of our intervention, which includes the following requirements: (i) the process is voluntary, which means that families demonstrate a willingness to participate in the Program and; (ii) the territories are always found free of illicit crops.

The Post-eradication and Containment model is directed towards families that are directly involved with illicit crops or are at risk of being
so. It promotes manual and voluntary eradication and has the objective that all beneficiary families are associated with local institutions and groups such as Community Action Councils, Community Councils (for Afro-Colombian communities) or Indigenous Organizations.

The graduation model has the objective of consolidating producers' organizations that have been created and / or strengthened through the implementation of programs against illicit crops in Colombia. Under this model, once the families have enrolled through organizations, they are supported to develop an entrepreneurial vision, working collectively to develop different product lines that can be commercialized through national and international markets. These organizations have had success in the exporting of cocoa, rubber, fish and honey, among others. This intervention cycle begins with providing support and accompaniment to a productive initiative and ends with the commercialization of the products created by an alternative development approach.

To date we have managed to assist 60,000 families through the alternative development strategy. Of these beneficiaries, 41,000 families were part of the post-eradication and containment model while 20,000 participated in the graduation model through producers' organizations. This involved an investment of more than 173 billion pesos, which has directly and indirectly favored beneficiaries.

In 2012 we had more than 29,000 families participating in the intervention, which was originally programmed for a year. In addition we worked with more than 8,000 families with resources during 2013. For 2014 we have tried to comply with the goal of reaching territories that present different dynamics and where the presence of illicit crops is much stronger. Using the graduation model we have managed to reach more than 20,000 families and 195 organizations through an investment of 27 billion pesos. This funding has come from the UACT as well as the Ministry of Justice and Law, the Ministry of Agriculture and Rural Development, and international cooperation.

Despite the significant results that we have presented, we are conscious that there is still a lot to be done. It is necessary to strengthen productive initiatives through diversifying them. This will have repercussions not just on the competitiveness of our products in different markets, but also in the improvement of the corporate image of the different organizations that participate in the Program and will be able to better market their products and results.
It was precisely this objective that we sought to develop in the ALIMENTEC fair, in which participating organizations sought to develop possible commercial partnerships with potential national and international buyers. 51 alternative development organizations from 17 departments participated in the event and promoted 15 different product lines. This helped to position their brands and was a space that, without doubt, resulted in a successful learning experience for our participating organizations.

Taking advantage of the presence of participating organizations in this meeting, we want to highlight the prizes given to three entrepreneurial organizations in the seventh version of the “Peace Entrepreneurs Awards” in 2014. These organizations were selected from 9 finalists from different regions across the country and have successfully implemented a model of integrated and sustainable development. This demonstrates important results in the application of the National Policy for Territorial Consolidation and Reconstruction. We also want to highlight the prize awarded to the APROCAMPA organizations from Boyacá in the “Fine Smelling Cocoa, Golden Cocoa” competition. This achievement reflects the high quality and excellence of what is being produced by our organizations.

Because consolidation involves both you and me, we want to make this accountability exercise completely transparent through publicizing the results we have achieved so far. We also hope to improve all of our actions that are currently being implemented through further development of our processes and work.
### Post-Eradication and Containment Programme

<table>
<thead>
<tr>
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<th>Projected Resources</th>
<th>Listed Families</th>
<th>Served Families</th>
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<tr>
<td>12</td>
<td>54</td>
<td>$95,358,152,076</td>
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### Families Period 2013

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<th>Projected Resources</th>
<th>Listed Families</th>
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<td>7</td>
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<td>$26,458,508,535</td>
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### Families Period 2014

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<th>Projected Resources</th>
<th>Listed Families</th>
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<tr>
<td>3</td>
<td>6</td>
<td>$51,597,986,868</td>
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### Graduation Programme

#### Productive Projects Implementation 2012

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<th>Families</th>
<th>Aporte UACT</th>
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<tr>
<td>147</td>
<td>24,562</td>
<td>$14,781,924,000</td>
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#### Productive Projects Implementation 2013

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<th>Families</th>
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<td>71</td>
<td>4,002</td>
<td>$4,104,852,128</td>
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#### Productive Projects Implementation 2014

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<th>Families</th>
<th>Aporte UACT</th>
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<tbody>
<tr>
<td>72</td>
<td>7,193</td>
<td>$11,720,058,906</td>
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Results Programs
Alternative Development

Post Eradication and Containment Model
(Interventions 2012 – 2013)

Below are the main results and advances of the Alternative Development Programme -Post-Eradication and Containment model-, the 2012 intervention (Baseline, Monitoring and End line) and the Baseline of the 2013 intervention. The results of the Graduation Model – Productive Projects are also recorded. The indicators that are presented below are the result of the application of quantitative and qualitative data collection tools that are used in all of the territories targeted by the programmes.

Data collection tools

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<th>Collection Tool</th>
<th>Methodology</th>
<th>Source of Information</th>
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<tbody>
<tr>
<td>Rural Survey</td>
<td>Census</td>
<td>Community Committees of Verification and Social Control –CCVSC and/or representatives of the Communal Action Councils - CAC.</td>
</tr>
<tr>
<td>Survey to the Beneficiaries</td>
<td>Sample</td>
<td>Beneficiaries that are active in the programme</td>
</tr>
<tr>
<td>Municipal Survey</td>
<td>Census</td>
<td>Municipal Mayor's Office</td>
</tr>
<tr>
<td>Field observation reports</td>
<td>Field Observation</td>
<td>Field Professional</td>
</tr>
</tbody>
</table>

Source: UNODC. COL KS3/ V Component

As previously mentioned, between 2012 and 2014, 44,871* families have benefitted from the Post-Eradication and Containment model and more than 1,397,272 hectares have been kept free of illicit crops. The following map shows the intervened zones starting in 2012. The territories located in the Consolidation Zones are differentiated from those located outside the zones, as are the different interventions of the Post Eradication and Containment programs. Although the Programme Against Illicit Crops is part of the National Plan for Territorial Reconstruction and Consolidation (PNCRT), some of the territories where alternative development is implemented are not located within this plan’s prioritized zones.

* Source UACT
For the collection of data at the end of the intervention of the 2012 Programme against Illicit Crops (Post-Eradication and Containment model), 717 territories in 50 municipalities with a total of 29,652* beneficiaries were targeted. For the intervention in 2013, 28 territories in 32 municipalities with 8,535* pre-enrolled beneficiaries were targeted.

The implementation of the interventions in 2012 and 2013 were carried out through the implementation of the following three components:

* Source UACT
1. **Socio-business and Productive Technical Assistance**: this component is a crosscutting aspect of the Programme and has as its objective to train and educate the beneficiary communities in different economic themes – productive, social and environmental. In the framework of this component, 68.4% of the Community Committees of Verification and Social Control (CCVCS for their acronym in Spanish) from the territories targeted in 2012 considered that the accompaniment had completely achieved what was planned.

2.1 **Transitional Food Assistance**: this component is optional and its goal is to provide for basic and immediate food necessities before the insertion and installation of the nutritional security component. The beneficiary families, after carrying out the Rapid Rural Diagnostic, made the decision as to whether or not they wanted to receive this component and if their answer was affirmative, they established a timetable for their delivery alongside the accompaniment. For the intervention in 2012, the Committees from 19 territories located in the municipalities of Mercaderes (Cauca), El Tablón de Gómez (Nariño), San Pablo (Nariño), Tibu (Norte de Santander) and Puerto Leguízamo (Putumayo) reported that in their territories they had implemented the Transitional Nutritional Assistance component.

2.2 **Nutritional Security**: this component is optional and is a result of the decision of families to invest all of the resources provided by the Programme in a productive initiative. Through this component, the community receives the resources required to establish productive food units for subsistence purposes, strengthening the capacities and experience of the population in the use of local resources as well as improving their diet and nutrition. 12% of the Committees (which corresponds to 76 territories) reported that the Programme provided some type of support. Of these Committees, 90.8% reported that the support provided by the Programme was through the delivery of supplies, 89.5% through training, and 64.5% through technical assistance. Of the territories that implemented this component, 64.5% of the Committees considered that this was implemented in a timely manner.

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5 For the End line, the municipalities that implemented this component were: Anorí, Briceno, Caucasia, Necchi and Taraza (Antioquia); Cartagena del Chirripo and Valparaiso (Caquetá); Balboa, La Sierra and Mercaderes (Cauca); Puerto Libertador (Córdoba); Buesaco, El Tablón de Gómez, El Tambo and Linares (Nariño); Tibu (Norte de Santander), and Orito and Valle del Guatapé (Putumayo).
3. Productive Initiative: consists of a combination of activities that are organized and directed towards implementing and sustaining a productive activity that will generate legal income, with the goal of improving the quality of life of the families that belong to communities that are affected or threatened by the presence of illicit crops in a specific zone. 99.7% of the Committees reported that they received support through seed capital, supplies or tools, 97.5% reported that they had received training and 92.2% received technical assistance.

Making a general evaluation of the intervention, the CCVCS reported that the main aspects that improved as a result of the implementation of the Programme were production techniques, environmental protection activities and income generation, as observed in the following chart:

![Aspects that improve with the intervention of the Programme]

Source: UNODC, COL KS3/ Component V. CCVSC Survey

Characterization of beneficiaries

In 2012, the Programme targeted 26,938 families, of which 23,930 continued to be active at the end of the intervention. The Programme was directed towards farming communities that live in rural zones with illicit crops or were prone to grow them. In the Baseline information collection survey the CCVCS were asked about the characteristics of the population that live in the monitored territories and it was found that

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6 Abc’s of the Post Eradication and Containment Strategy. Post-Eradication y Containment Team, January, 2013, p.10
7 Not including the targeted families in San Martín de Lob (Bolivar), La Cruz (Nariño) and La Uribe (Meta)
the majority of people were farmers and settlers. A significantly lower number of CCVCS stated that there were people that they recognized themselves as being displaced and/or part of an ethnic group.

Although in the majority of rural zones the beneficiaries of the interventions in 2012 and 2013 saw themselves as farmers, this Programme has included other vulnerable groups of people. For the 2013 intervention, 9% are Afro Colombians, 17% are displaced and 5% are indigenous. Comparing the results obtained from the 2012 intervention, there was an increase in the inclusion of vulnerable groups.

**Targeted Population**

![Targeted Population Chart]

Source: UNODC. CDL K53/ Component V. Survey of the beneficiaries

The 2013 intervention also looked to involve beneficiaries that had farming as their main economic activity, lived in the rural zones and grew illicit crops or were prone to growing them. The results of the Baseline for this intervention showed that for 17.9% of the Committees the population of their territories was made up equally of farmers and settlers, 16.6% had farmers and internally displaced people and 5.1% had settlers and internally displaced people. 17.9% of the CCVCS stated that part of the population of their territories is recognized as being internally displaced.

**Illicit crops**

The presence of illicit crops showed a variation from the moment the intervention began in 2012, to its end. At the beginning of the intervention, illicit crops were identified in 204 territories, a number

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8 It is worth noting that these categories are not exclusive as some people could identify as being part of several population groups.
that was reduced to 104 territories at the end of the intervention. Of the 104 territories that have illicit crops in the End line, 99 were in the category of “land free of illicit crops”\(^9\) and 5 were in the category of “rural area free of illicit crops”. Based on this information it is recommended that territories come under the category of “rural area free of illicit crops” in order to strengthen commitment and collective responsibility in maintaining these territories free of illicit crops.

For the 2013 intervention, the Programme defined one single category: “rural area free of illicit crops”. During the data collection visit to construct the Baseline the presence of illicit crops was identified in 51 (19%) of the 263 monitored territories. However, all of the territories were initially targeted with the objective of zero illicit crops.

Comparing the presence of illicit crops at the beginning of the interventions in 2012 and 2013, a reduction was observed in the percentage of territories where illicit crops were found. At the time the 2012 Baseline information was taken, the presence of illicit crops was identified in 30 %\(^{10}\) of the intervened territories, while in the 2013 Baseline it was 19%.

![Rural areas with the presence of illicit crops](image)

Source: UNODC. COL KS3/ Component V.

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9 Under this category the beneficiaries committed themselves to maintaining their land free of illicit crops. The majority of the crops found in these 99 territories were outside of the beneficiaries’ lands and have therefore fulfilled the commitments of the program. In fact only one beneficiary in Tiba had illicit crops on their land.

10 This percentage doesn’t include the municipalities of Tumaco and La Cruz (Nariño), San Martín de Loba (Bolívar) and Uribe (Meta).
Involvement of the population in growing illicit crops before joining the Programme

For the 2012 intervention, 56.6% of the CCVCS stated that before the arrival of the Programme to their territories there were some people that had illicit crops. In particular, the CCVCS reported that of these 47.3% were coca, 9.9% poppy flowers and only 0.9% belonged to marijuana. Additionally, 52% of the beneficiaries confirmed that they had had some involvement with illicit crops before the Programme began, the majority of which owned these crops (70.6%), while others worked as day laborers (47%) on farms with illicit crops.

After the intervention, a reduction was observed in the proportion of people that were growing illicit crops. In the Baseline, 41.4% of the CCVCS reported that some residents of their territory were growing illicit crops and this percentage reduced to 27.1% in the End line as shown in the following chart.

Territories where no resident has illicit crops

![Chart showing reduction in proportion of people growing illicit crops](chart.png)

Source: UNODC. COL K53/Component V. CCVCS Survey

After the intervention, a reduction was observed in the proportion of people that had illicit crops.
For the targeted territories in 2012, in the Baseline it was found that 21% of the CCVCS identified illicit crops as one of the main productive activities in their territories before registering in the Programme. This percentage reduced after the beginning of the intervention and during its development. The illicit crops as the main source of income went from 8.9% in the Baseline to 3% in the End line. Also, only 0.2% of the beneficiaries stated that they are currently making their living from illicit crops and none of them hope that these crops will be one of their sources of income in the future.

Despite this reduction, both in the people that grow illicit crops as well as those who see them as an important source of income, 15.7% of the CCVSC considered that in the next two years these crops will no longer be grown in their territories.

With regard to the targeted beneficiaries in 2013, 43.4% of the CCVCS reported that before registering in the Programme there was someone in their rural area that had illicit crops, the majority of which were coca (95.1%) and only 4.9% grew poppies. On the other hand, 7.7% of the CCVCS stated that these crops were one of the main productive activities in their territories before registering in the Programme.

The majority of the Committees indicated that they believe that in the next two years the illicit crops will be eradicated from their rural areas.
Land tenure

Access to land and the relationship between ownership and official property registration are fundamental aspects, as much in the implementation as in the sustainability of the productive initiatives promoted by the Programme. When the possibility of buying land is scarce, the sustainability of alternative development projects is uncertain, particularly for longer-term crops such as coffee, cacao, rubber and forestry projects.

For the 2012 Programme intervention, approximately half of the CCVCS considered that less than half of the families\(^{11}\) in their territories had a land title (50.2 % in the Baseline and 49.5 % in the End line). Less than 5 % of Committees reported that the families had the necessary titles and/or documents (4.9 % in the Baseline and 4.4 % in the End line).

In the 2013 Programme intervention, the same tendencies were seen with respect to the 2012 intervention. In the Baseline, 53.6 % of the CCVSC stated that less than half of the families in their territories had the necessary documents and only 4.3 % of the CCVSC reported that all of the families in their territories had titles or deeds to the land.

### Proportion of families with land deeds and/or titles in the targeted territories according to the CCVSC – Interventions 2012 and 2013

![Chart showing proportion of families with land deeds and/or titles](chart.png)

\(^{11}\) The total number of families living in the territory is investigated and not just the families registered with the Strategy.
In terms of the fulfillment of the formalization of rural property processes the monitored territories, after entering the 2012 Programme 13.1% of Committees reported that they had carried out one of the processes; this percentage increased by 6.9% compared to what was reported in the Baseline. The greatest increase in the processes carried out during the development of the intervention was in the obtaining of titles for empty land (4.8% increase). Other processes such as land restitution, the comprehensive land subsidy of and collective titles did not show any changes.

For the intervention in 2013, 6.4% of the CCVCS recognized that some of these processes have progressed. This information is not negative if you take into account that it has been investigated for a short period of time, comprising the family registrations and the first integrated monitoring visit. However, it is an important reference point that will help compare the advances that can be made in terms of formalization of rural property during the 2013 Programme intervention. In order to reach this goal, it is important to strengthen articulation with institutions that support the registration of land ownership in the territories where the alternative development programmes are implemented.

**Productive activities**

The promotion of alternative development must look to generate monetary and non-monetary sources of income in order to improve quality of life in the targeted communities with the goal of reducing the medium and long-term vulnerability of the populations involved with illicit crops. For this reason, the establishment, strengthening and sustainability of beneficiaries productive activities have been defined as one of the main goals of the Programme.

In the 2012 intervention, 29% of the CCVCS reported that the implementation of the productive projects promoted by the Programme was one of the most important reasons in changing productive activities in the monitored territories. The following chart shows the main changes that could be attributed to the implementation of the Programme. The increase in minor species, forest grazing and coffee activities is notable.

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12 Includes the Land Restitution Programs, Comprehensive Subsidy of Lands, Empty Land Titles, Collective Titles, Expansion and Sanitation of Protected Lands.
Changes in the main productive activities of the monitored territories. Intervention 2012

Additionally, the beneficiaries were asked about the main productive activities supported by the Programme. As the following chart shows, the most implemented product lines the beneficiaries were forest grazing, coffee, animal breeding and growing sugar cane and cacao.

Main product lines implemented by the beneficiaries
Intervention 2012

Source: GeoApi- January 2015
58.2% of the beneficiaries stated that their main productive activities are in the production and/or commercialization stage, 26.5% in the sustainability stage and 12.3% are being established.

38.9% of the beneficiaries indicated that the products were mostly sold to intermediaries, 12% to a different organization to the one they are linked to, 6.7% to their own producer's organization and 12.3% directly to the consumer. 28.8% of the beneficiaries indicated that they don't sell their products. The high percentage of beneficiaries that sell their products to intermediaries should be alarming for the Program, given that this type of commercialization diminishes the profit margin for producers. It should also be taken into account that the percentage of beneficiaries that don't sell their products, whether it is because the productive areas are still being established, being renovated and the accompaniment of the Programme doesn't provide the necessary time to start commercialization, or because they haven't had the necessary incentives for commercialization.

On the other hand, 90.7% of beneficiaries stated that they hadn't carried out product transformation processes that are part of the productive initiative. Only 8.5% of the beneficiaries stated that they had undertaken these processes, which needs to be taken into account for the creation of added value strategies, whether by product processing, product transformation, or through the promotion of different quality certifications.

Production techniques have been recognized by the 81.3% of the Committees as one of the aspects that has significantly improved as a result of the intervention of the Programme. Additionally, according to the Committees, the Programme has had a positive impact on the commercial and social dynamic of the monitored territories and shows an increase in income generating opportunities and in the promotion of the associated work that helps strengthen the social fabric of the territories.

Even though it is still not possible to identify the productive areas promoted by the Programme for the 2013 intervention, due to the fact that the accompaniment has not yet begun, the main productive
activities highlighted by the CCVCS were identified. These are necessary to evaluate the changes in the rural economies after the implementation of the Programme. In this regard, 45.5% of the CCVSC reported that in their rural areas the main productive activity was livestock, 44.7% cassava, 43.4% plantain and 40.5% corn.

However, according to the field observation reports, activities were mainly dedicated to subsistence farming due to the high costs of transportation from rural areas to urban zones. Commercial trade mainly occurs in the local area, given that in the majority of cases there are no spaces available to store agricultural products. Generally, at the beginning of the intervention in 2013, beneficiaries stated that driving motorcycle-taxis and day laboring were their main income generating activities.

**Sustainability of the productive initiatives promoted by the Programme**

For participants in the 2012 intervention, 66.2% of beneficiaries stated that when the Programme finished they aimed to mainly make their living from the promoted productive initiative and 65.8% planned to work on their farm. 28.9% stated that they would earn their livelihoods as day laborers on other farms, 42% from small businesses, 3.8% from a job and 7.2% from other activities.

Evaluating the sustainability of the productive initiatives promoted by the Programme, 74.9% of beneficiaries believed the productive initiative would improve family income in the next 3 years. 52.5% believed that it would be possible to implement this initiative in the next few years, while 37.3% stated that it would be an alternative to illegal crops.

Additionally, 31.1% of beneficiaries considered that in the next three years they would require technical assistance for the final transformation and/or commercialization of their products. For 22.1% of participants the implementation of the initiatives will have repercussions in the implementation of improved practices in their agricultural activities.

For participants from 2013, 80.3% of beneficiaries stated that through the productive initiatives they believe they will improve their family
income; in addition, 34.7% have the expectation that the initiatives will be sustainable in the short term. 29.8% of beneficiaries viewed the productive initiatives as an alternative to illicit crops, and a lower percentage expressed their hope that the promotion of these alternatives would improve practices for the development of agricultural production. This would be achieved through forming producers' associations with other producers and in identify markets in which they could commercialize their products.

Another aspect that impacts on the sustainability of the productive initiatives promoted by the Programme is support from other entities. 47% of the committees targeted in the 2012 intervention stated that no public entity at national, departmental or municipal level supported the productive activities implemented in their territories.

From the baseline for the 2013 Programme, it can also be identified that the development of productive activities requires institutional support from different levels of government. 42.6% of the CCVCS stated that there is no presence of institutions that promote and support productive activities; only 21.7% of CCVCS reported that that the municipal councils have been present in promoting these types of activities in their territories.

**Environmental management**

The use and appropriate maintenance of soil conditions determine the sustainability of productive activities. The sustainability of these activities depends on the permanence of legal economies that in short, medium and long-term periods replace illegal activities carried out by the Programme’s beneficiary population.

Despite the fact that for the implementation in 2012 and 2013 the accompaniment did not focus on environmental aspects, during the development of the Programme two key activities related to soil use were identified: those that refer to the practices implemented in the field for sowing crops and those related to agricultural management.

**Land preparation practices**: according to the Committees, during the intervention in 2012 the most common activities carried out by the beneficiaries were land clearance, using herbicides and slash and burn techniques.
Land preparation practices
Intervention 2012

Practices such as the use of herbicides, logging of scattered trees, minimum tillage and burn techniques increased between the start and end of the Programme intervention. According to those accompanying the process, despite the fact that these were covered in the training programmes there was a low level of appropriation by beneficiaries given that their practices are strongly rooted in their cultures. For their part, practices such as slash and burn, forest logging and plowing were reduced. The most significant reduction was given in the levels of burning (14.6%).

The results obtained for the baseline during the intervention in 2013 were very similar. According to the CCVCS, the most frequent land preparation practice in the targeted territories is the land clearance\(^\text{13}\) (91.9 %); in addition, practices such as the use of herbicides, slash and burn and logging of scattered trees are also activities that are very common in the territories, represented by the levels of use of 51.5 % and 17.9 % respectively.

**Agricultural management practices**: in accordance with results from the surveys carried out with the Committees for the intervention during 2012, the most common agricultural management practices in the territories included combining crops, rotating crops and resting land between crop growing cycles. The majority of these practices had a slight increase between the Baseline and the End line. The most significant increase occurred in the cultural control of plagues.

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\(^{13}\) A practice known as roza in Colombia which consists in eliminating the upper layer of soil.
For the intervention during 2013, the most implemented practice according to the CCVCS was the combining of different crops (66%). Other common practices included resting soils between one crop and another (48.1%) and the rotation of crops (46%). 8.5% of Committees stated that they didn’t engage in any agricultural management practices.

Agricultural Management Practices
Intervention 2012

An important element in agricultural management refers to the use of chemical or organic products. Some of these products help maintain or increase nutrients in the soils to improve the productivity of crops, as is the case with fertilizers; other products are used to control external agents that can be harmful to the plants, as is the case with pesticides, plaguicides and fungicides. The permanent use of chemical products produces dependence and resistance in the crops, generating problems in the long-term productivity of soil. The chemical agents that are present in these products pollute the environment and cause health problems for individuals that don’t correctly handle and use them. Due to these issues, the Programme promotes the development of Good Agricultural Practices (GAP) through the use of organic products and a gradual reduction in the dependence on chemical products.
Despite the training programmes carried out as part of the accompaniment process to prepare and encourage participants to use organic products, the surveys conducted with the CCVCS from the 2012 intervention revealed that the use of chemical products was persistent during the entire intervention, and these were used more than organic products. These results are not entirely discouraging; even though there was an observed preference in the use of chemical fertilizers, there was an increase in the use of organic fertilizers between the beginning and end of the Programme in 2012.

According to the CCVCS, in the territories targeted by the intervention in 2013, as well participants in the 2012 intervention, it was recognized that it was much more common to use chemical fertilizers, pesticides, plaguicides or fungicides than it was to use organic products or biological controls. 73.2% of the Committees stated that they used chemical fertilizers in their territories, compared to 25.5% that reported that they used organic or biological fertilizer.

**Use of chemical and organic products**

**Interventions 2012 - 2013**

![Use of chemical and organic products chart](image)

Source: UNODC. COL K53/Component V. Survey of CCVCS

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**Environmental problems**

The environmental problems identified in the targeted territories are the result of an inadequate use of existing natural resources and conflicts in soil use generated by the use of management practices that are different to those recommended. The majority of the soils in the monitored territories demonstrate limitations for their use in agricultural activities; inappropriate land preparation practices and a
lack of agricultural management practices implemented by beneficiaries exacerbate these limitations.

This situation is reflected in the recognition of the existence of environmental problems by 84% of the CCVCS at the end of the Programme’s intervention in 2012. Even though this figure dropped by 5.7% regarding the perceptions of Committees compared to the Baseline for participants, the percentage of territories with environmental problems is very high. The most common problems identified by the CCVCS were: scarcity of water for human consumption, erosion, water pollution, soil degradation and deforestation.

During the Programme’s intervention in 2012 there was a significant reduction of some of these problems. The Committees reported that erosion problems were reduced by 17.5%, soil degradation dropped 12.0%, water pollution fell by 11.8% and deforestation by 10.4%.

For 2013, the percentage of territories in which the Committees reported the existence of environmental problems was greater compared to the results from the Baseline taken in 2012. In the large majority of the monitored territories (90.6%) the CCVCS identified the existence of environmental problems; only 9.4% of territories didn’t have any of these environmental problems. These results are not all negative given that they evidence the recognition of the existence of these types of problems in the territories and constitute a challenge for the selection of environmental care activities promoted by the Programme.

**Environmental problems in the monitored territories**
**Interventions 2012 and 2013**

![Bar chart showing environmental problems]

Source: UNODC. COL KS3/Component V. Survey of CCVCS
Community environmental agreements

When the CCVCS were asked about the existing agreements in the community regarding the care and conservation of the natural resources that are present in their territories, at the start of the 2012 intervention (Baseline) 38.8 % of the Committees stated that in their territories these types of agreements existed; this figure demonstrated a slight increase of 4.4 % in the End line. In terms of the intervention in 2013, the percentage of existing environmental agreements is lower, at 23.8 %. According to the Committees, the most common agreements in the territories, both in the 2012 intervention as well as in 2013, were restrictions in certain areas for logging and/or establishing productive activities and agreements to not engage in any slash and burn techniques.

When asked about the activities to conserve and protect natural resources that they implemented during the 2012 intervention, 64.2 % of the Committees stated that they didn't implement any activities in this area. Among the activities that were implemented there was an important increase of 7.4 % in reforestation and/or re-vegetation. According to the CCVCS, these activities were generally community-led (23.9 %). It is important to note that only 6.8 % of the Committees identified the Technical-Production Entrepreneurial Accompaniment as a promoter of these activities.

During the intervention in 2013, in 82.6 % of the territories there were no activities carried out to prevent, mitigate or correct environmental damage. Only 17 % of the monitored territories stated that they had carried out these types of activities. Among the main activities, the CCVCS identified reducing over-grazing, engaging in reforestation or re-vegetation and the protection or recovery of water sources (6.8 %).

According to the CCVCS of the territories participating in the intervention in 2013, the communities have promoted 68.3 % of these activities, followed by the Regional Autonomous Corporations (CARs – their acronym in Spanish) that have promoted 22.0 % of the activities and the Municipal Technical Assistance Units (UMATAs - their acronym in Spanish) that have promoted 12.2 % of the activities. The municipal councils, the private companies and the departmental governments have collaborated at a lower level. These results evidence the lack of support from government institutions to strengthen environmental management in the territories and represent an opportunity for interinstitutional partnerships that achieve a more integrated implementation of the Programme's interventions. In addition, the fact
Environmental recovery and protection activities implemented in the targeted territories
Interventions 2012 and 2013

Graph showing the distribution of activities with percentages for each category:
- Protection or restoration of water sources: Base Line 2012: 16.4%, End Line 2012: 17.3%, Base Line 2013: 16.4%
- Leave stubble to grow: Base Line 2012: 22.2%, End Line 2012: 14.1%, Base Line 2013: 8.9%
- Establishment of hedges: Base Line 2012: 9.5%, End Line 2012: 7.3%, Base Line 2013: 1.1%
- Protection and restoration of riparian areas: Base Line 2012: 5.9%, End Line 2012: 4.6%, Base Line 2013: 1.7%
- Slope stabilization: Base Line 2012: 0.0%, End Line 2012: 2.5%, Base Line 2013: 1.1%

Source: UNODC. COL KS3/Component V. Survey of CCVCS

that the majority of the activities have been implemented by the communities demonstrates the possibility of working with beneficiaries given the evidence of their interest in improving the environmental conditions of their territories.

Social capital and linking to productive organizations

The implementation of processes that support the creation of producers' associations has been one of the main strategies to make the alternative development interventions more sustainable. The Programme is working to generate opportunities so that beneficiaries can join existing producers' organizations or form new organizations. For this reason the monitoring process evaluated the social capital that was present in the communities to learn about the types of relations that exist between inhabitants in the territories, their capacity to respond to the problems that occur in the community and the level of their organizational capacity.

One of the requirements for the success of forming associations is the existence of good relationships within the communities. In this sense it can be observed that in both 2012 and 2013 none of the CCVCS stated that there were poor relationships among the inhabitants of their territories. During the intervention in 2012 more than 80% of
Committees stated that relationships between the inhabitants of their territories were good or excellent (81.8% in the Baseline and 85.6% in the End line). During 2013, 69.8% of the CCVCS stated that the relationships between inhabitants were good and 17.0% were excellent.

During the implementation of the Programme in 2012, it was found that 73.8% of the beneficiaries stated that the relationships within their community had improved thanks to the arrival of the Programme and only 1.5% stated that these had worsened. This data demonstrates conditions that favor the conformation of organizations and the development of community initiatives. It also demonstrates that as a positive impact from the Programme is the improvement of the relationships between people in the targeted territories. It is expected that the intervention in 2013 will produce similar results when the monitoring data is collected.

Another important element to determine the organizational capacity of a community is to identify if they participate in community activities and who promotes these activities. For the intervention during 2012 it was observed that both for the Baseline as well as the End line more than 96% of the CCVCS reported that community members engaged in some type of community activity. In 2013, 98.3% of the Committees stated that the community carried out some type of community activity. For both interventions it highlights that the majority of these activities

Change in the community relationships following the arrival of the Programme - Intervention 2012

Source: UNODC COL K53/Component V. Survey of Beneficiaries

![Change in the community relationships following the arrival of the Programme - Intervention 2012](image-url)
have been promoted by community members and it is important to note their participation in community meetings and collective work sessions.

When Committees were asked to classify how easy it was for people from the territories to organize themselves and work together for a common cause – on a scale from 1 to 5, in which 1 was very difficult to do this while 5 was very easy it was found that the majority of the Committees in the targeted territories, both in 2012 as well as in 2013, stated that it was easy or moderately easy.

In the intervention in 2012, the biggest change of perception occurred in the group of Committees that stated that it was moderately easy to organize themselves for a common cause, moving from 29.1 % to 38 %. This situation demonstrates a general improvement in this perception, and also that the communities have recognized the obstacles they face when implementing community initiatives and the level of commitment that these require. This data allows for the observation that the people from these territories have interpersonal links that lead to their use of social networks to carry out group actions, make collective decisions and solve conflicts.

Despite this, when asked how many people from the territories are part of organizations, it was observed that for the inhabitants of the targeted territories it is difficult to formalize collective actions into organizations.

**Ease with which the community can organize themselves to work together for a common cause - Interventions 2012-2013**

![Chart showing ease of organizing for a common cause](chart.png)

Fuente: UNODC. COL K53/Componente V. Encuesta CCVCS
In terms of the proportion of people from the territories linked to organizations in the 2012 intervention, there was an improvement between the baseline and the end line, but there was still a low level of participation in organizations.

**Percentage of people in the territory that are part of an organization – Intervention 2012 -2013**

![Bar chart showing percentage of people in the territory participating in organizations from 2012 to 2013.](chart)

In terms of the information coming from the beneficiaries survey it was found that 33.6% of these beneficiaries stated that they belonged to a productive organization; in addition, 32.8% of the beneficiaries affirmed that these organizations had been created after the beginning of the Programme and that had received support from it. This demonstrates the contribution of the DPCI in the promotion of new productive and community initiatives in the targeted territories.

Finally, 34.5% of the CCVCS targeted in 2013 stated that none of their inhabitants are members of an organization while 41.3%, less than half are part of some organization, whether that is a productive or a community organization.

**Relationships with institutions**

Between the end of the 2012 intervention and the start of the 2013 one, the majority of the Committees from the targeted territories stated that the State partially met their needs as citizens (affirmed by 80.5% of the Committees from the 2012 intervention and 67.2% of Committees from the 2013 intervention).
According to the information from the Committees, the institutions that they trusted most were the Department of Social Prosperity (DPS for its acronym in Spanish) and the National Registry Office. In the 2012 intervention, the Baseline demonstrated that 36% of the Committees trusted the DPS and in the End line this level was at 65.3%; in the Baseline 57% trusted the Registry Office, which improved to 68.4% in the End line. For the baseline from the 2013 intervention, 41.3% of the Committees trusted the DPS and 55.3% trusted the National Registry Office.

When asked about local institutions, in the End line from the 2012 intervention 25.3% of the Committees stated that they trusted their Municipal Council (in the Baseline this was at 25%) and 23% stated that they trusted them for the Baseline for the 2013 intervention.

For the institutions responsible imparting and administrating justice, less than 15% of the Committees from the territories targeted in the 2012 and 2013 interventions trusted the Attorney General’s Office and/or in the judgments that they hand down. According to the End line from the 2012 intervention, 14.4% of the Committees trusted the Attorney General’s Office and 9.3% trusted their decisions. For the Baseline in the 2013 intervention, 8.5% of the Committees trusted the Attorney General’s Office and 7.2% trusted their decisions.

**Graduation Model – Productive Projects**

The Graduation Model – Productive Projects aims to improve the production, productivity and income opportunities for families that depended on or were prone to producing illicit crops for their survival. This model aims to promote the economic advantages of cooperation, such as economies of scale, and will also promote the strengthening of social capital and institutional strengthening in targeted communities.

In the framework of the graduation model, projects are promoted that aim to improve productivity, organizational capacities and commercialization channels for organizations. To achieve this, the Colombian government provides technical, socio-entrepreneurial and commercialization assistance; in addition it helps with the improvement of productive infrastructure and generates spaces to improve commercialization channels and identify new clients. The graduation model has also supported organizations to obtain certifications that allow them to access fair trade, organic and other niche markets.
The graduation model works through operators\textsuperscript{14} and implementing entities that are in charge of identifying, formulating, establishing, sustaining, organizing and managing projects in joint actions with organizations. This allows the organizations to appropriate the productive projects and prepare to lead them in the future. In some cases the organizations are sufficiently solid to directly implement the projects themselves.

The graduation model is the following phase for those beneficiaries that have formed part of the Post-Eradication and Containment strategies and have decided to form an association in order to continue with their alternative development process. This model has benefited more than 55,000 families that have substituted illicit crops for legal crops since 2011.

Currently the Programme is working with 267 small producers' organizations in 27 of the country's 32 departments. As shown on the map, in the Caribbean region there is the highest number of organizations (82), followed by the Pacific region (58) and the coffee zone and central south regions with 46 and 43 respectively. The departments with the highest number of supported organizations are: Magdalena, Antioquia, Nariño and Putumayo. These last two departments have a high percentage of the country's illicit crops, which is why it is fundamental to focus on organizational strengthening in these regions.

![Sales by product line](image)

\textbf{Sales by product line}

\textit{2013 – 2014 (in millions of pesos)}

\begin{tabular}{|l|c|}
\hline
Cocoa & 4799 \hline
Coffee & 360 \hline
Small scale fishing & 350 \hline
Fish farming & 126.5 \hline
Plantain & 94.3 \hline
Rubber & 126.5 \hline
Other crops & 52.6 \hline
\hline
\end{tabular}

\textit{Source: UNODC. COL. K53}

\textsuperscript{14} The operators are entities that manage resources for the implementation of the alternative development projects and carry out management activities to support the productive organizations through actions that range from the forming the organizations to the commercialization of their products. For work in the field, the operator can choose to hire an implementing partner that is responsible for the \textit{in situ} management of the project.
Organizations supported by the Productive Projects Programme

Sales from some of these projects in the last two years reached more than 6 billion pesos. The products that have registered the highest sales are cacao, coffee and fish.

This Programme has become an important mechanism to support the final links of the productive chain, in which products need to be commercialized through different strategies that guarantee the sustainability of the product lines promoted by the alternative development programmes.
Conclusions

- Alternative development should be articulated with broader rural development initiatives and with improvement plans for road connectivity and the provision of social and public services. It is necessary to support the construction of productive infrastructure, promote the transformation of products and identify commercialization channels. All of these activities need to be implemented to help strengthen value chains.

- It is necessary to coordinate with other institutions that facilitate processes of formalizing rural property titles for the Programme's beneficiaries. This is an inclusive mechanism that has allowed beneficiary communities to access their rights.

- The Programme has managed to improve the social capital in communities, but it is necessary to continue efforts so that men and women join productive organizations and can continue to strengthen these organizations through alternative development programmes.

- To achieve the sustainability of productive initiatives promoted by the Programme it is necessary to support producers' organizations to promote their favorable insertion in the market and provide them with permanent accompaniment until they achieve full autonomy.

- In environmental terms it is necessary to include specific environmental objectives within the alternative development projects; this process can be strengthened through inter-institutional coordination with territorial entities. These objectives should be based on the reality that a healthy environment will depend on the sustainability of productive activities promoted by the policy to reduce and substitute the growing of illicit crops. To achieve this, the policy should define areas of strategic importance for the provision of environmental services within the targeted territories as well as, when possible, encourage the identification of areas within the beneficiaries' properties that can be protected or restored. Taking advantage of biodiversity and eco-system services offers a wide panorama and constitutes an alternative for generating income for the population.
• Conditional economic incentives have worked well and it is advisable to strengthen this practice. These incentives can be provided through different types of interventions such as nutritional security units, employment subsidies, technical assistance and/or the promotion of productive activities.

• Alternative development efforts should be supported by the actions of regional and local governments as well as labor unions and specialist entities. If this doesn’t occur the support provided by these programs will not achieve long-term impacts in the targeted areas.

• The indigenous territories and collective lands of the Afro-descendent communities have been affected in a number of ways by the growing of illicit crops. To overcome this situation it is necessary to develop new proposals in partnership with these communities through prior consultation processes. Alternative development programs that include a differential approach and are adapted to the particularities of these communities should be implemented in these territories.
One of the main goals of the alternative development programmes has been the creation and/or strengthening of productive associations. This commitment to strengthening guarantees the sustainability of the implemented productive initiatives, helping to preserve the culture of legality and the creation of options for the generation of legal forms of income for the communities that were once linked to or threatened by illicit crops.

In the area of collaborative work between different parties, the aspects that should receive the greatest support and assistance from State entities for the sustainability of the organizations were identified. This chapter presents the work done with the organizations during the ENDA to highlight their learning processes and identify their experiences and knowledge. This had the goal of making this information available to their peers so that organizations that are starting up can learn from their predecessors.

The alternative development programmes have supported organizations of producers by implementing projects against illicit crops, strategies to help their businesses grow and training to improve their organizational structure and self-management capacity. For example, the productive partnerships with the Ministry of Agriculture and Rural Development are one of the tools used to achieve this goal, alongside other strategies; these strategies work together as a means of financing, co-financing and/or leverage to carry out organizational strengthening actions. The goal of the process is to improve the conditions of the producers’ organizations, promoting self-management focused on the economic, social and institutional improvement of these associations.
The organizational strengthening projects for productive activities are financed completely or partially from the national government funding that is assigned to the UACT through the Alternative Development programmes, complementing this with other sources of funding from the government, the private sector and international cooperation.

These organizations are consolidated as local actors that promote productive economic, social and institutional development of the territories affected by illicit crops. They are a decisive element in including the families connected to alternative development in production chains. The processes of creating farmers’ associations help them engage with the regional economy and promote community participation activities.

In summary, the alternative development organizations are agents that provide continuation for the accompaniment of the families and they are responsible for contributing to the sustainability of the processes that are designed to support producers to take a leading role in their communities in the fight against illicit crops.
Activities developed with the organizations in the ENDA 2014

Work with organizations and exchange of experiences

In the framework of the ENDA, a workshop was carried out that provided a space to exchange experiences between the Alternative Development Organizations (ADOs) where they had the chance to share the main goals achieved in terms of production, commercialization, organizational structure and the services they provide to their associates, as well as discussing the main challenges they face in their regional setting. This exchange helped identify good practices and lessons learnt, which will help improve the work of the organizations.

Methodology for the experience exchange workshop

A methodology based on the presentation of successful cases from and also for the organizations was used for the Experience Exchange Workshop. For the selection of the cases, the following information was requested from the organizations:
• Mechanisms of production of goods and services
• Commercialization of the products of associates
• Administration practices
• Services provided to associates

On the basis of these variables, the different organizations that participated in the ENDA were characterized and the most outstanding cases were selected to be presented in the workshop, with the intention of highlighting the credibility of the processes that are being carried out using the alternative development strategy. The presentation by the organizations with the highest level of experience and results generated an incentive for the less developed organizations and provided a model to follow in the medium to long term. These exchanges of experiences also helped to create networks between the organizations involved in the different productive lines.

Guiding questions of the survey or information capture format

In order to capture information, the following questions were established in the survey that was designed for the characterization of the participating organizations in the ENDA 2014.

<table>
<thead>
<tr>
<th>Capture of Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>How long ago was the organization created?</td>
</tr>
<tr>
<td>How many associates started with the organization and how many are currently active?</td>
</tr>
<tr>
<td>What marketing strategies has your organization implemented?</td>
</tr>
<tr>
<td>What environmental practices have been implemented by your organization?</td>
</tr>
<tr>
<td>Does your organization undertake any type of product transformation? What type?</td>
</tr>
<tr>
<td>Is your organization indigenous, Afro, raizal or multi-ethnic?</td>
</tr>
</tbody>
</table>

Once the surveys had been filled out and organized, the information that helped identify the main strengths of the organizations participating in ENDA was analyzed. The evaluation of those results is presented in the following chart, based on the information regarding the implementation of best practices. The results show best practices in
the areas of forming associations, multiculturalism, product marketing and best environmental practices. These categories correspond to the lines in which the organizations were awarded.

<table>
<thead>
<tr>
<th>Department</th>
<th>Municipality</th>
<th>Participating Organization</th>
<th>Categories in which the organization participates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Antioquia</td>
<td>Cáceres</td>
<td>Aproaca</td>
<td>Added Value</td>
</tr>
<tr>
<td></td>
<td>Anorí</td>
<td>Asomucan</td>
<td>Multiculturalism</td>
</tr>
<tr>
<td></td>
<td>Zaragoza</td>
<td>Fibrarte</td>
<td>Association Multiculturalism</td>
</tr>
<tr>
<td></td>
<td>Necoclí</td>
<td>Guardagolfo Association</td>
<td>Product Marketing Added Value</td>
</tr>
<tr>
<td></td>
<td>San Luis</td>
<td>Asfaconfu</td>
<td>Added Value</td>
</tr>
<tr>
<td>Bolívar</td>
<td>Santa Rosa del Sur</td>
<td>Aprocasur</td>
<td>Association Product Marketing</td>
</tr>
<tr>
<td>Boyacá</td>
<td>Pauna</td>
<td>Aprocampa</td>
<td>Added Value</td>
</tr>
<tr>
<td>Cauca</td>
<td>Sotará</td>
<td>Fresota</td>
<td>Association</td>
</tr>
<tr>
<td></td>
<td>La Vega</td>
<td>Apimacizo</td>
<td>Environmental</td>
</tr>
<tr>
<td>Chocó</td>
<td>Únguía</td>
<td>Montebraivo</td>
<td>Environmental Multiculturalism</td>
</tr>
<tr>
<td>Córdoba</td>
<td>Tierralta</td>
<td>Activa G10</td>
<td>Product Marketing</td>
</tr>
<tr>
<td></td>
<td>Tierralta</td>
<td>Integrasinú</td>
<td>Association Added Value</td>
</tr>
<tr>
<td>Huila</td>
<td>La Argentina</td>
<td>Friens of San Isidro</td>
<td>Association Multiculturalism</td>
</tr>
<tr>
<td></td>
<td>Timaná</td>
<td>Asprotimana</td>
<td>Added Value</td>
</tr>
<tr>
<td>Magdalena</td>
<td>Santa Marta</td>
<td>Red Ecosierra</td>
<td>Environmental</td>
</tr>
<tr>
<td>Meta</td>
<td>Vista Hermosa</td>
<td>Agroavíh</td>
<td>Added Value</td>
</tr>
<tr>
<td>Nariño</td>
<td>Albán</td>
<td>AAA Association</td>
<td>Environmental</td>
</tr>
<tr>
<td></td>
<td>Tumaco</td>
<td>Acapa</td>
<td>Added Value</td>
</tr>
<tr>
<td>Norte de Santander</td>
<td>Sardinata</td>
<td>Cooprocosar</td>
<td>Environmental</td>
</tr>
</tbody>
</table>
Award ceremony and recognition of the Alternative Development organizations

The evaluation of the work of the organizations in the different categories resulted in the awarding of prizes, which took place during the opening ceremony of the ENDA 2014.

Category: Multiculturalism

This category recognized the organizations that undertake activities with associates from different ethnicities and regions. Culture is a fundamental element, which must be taken into account when developing transformational activities that have an economic, social and institutional nature. It is a very important attribute to be able to work with indigenous, afro-Colombians, settlers and raizal communities and requires an appreciation of multiculturalism, understanding the cultural reality of the region and the different elements that exist in multicultural areas.

Nominated: INTEGRASINU, MONTEBRAVO, ACTIVA G10, ASOMUCAN
Winner: MONTEBRAVO, 1,202 families.

MONTEBRAVO – Association for the Fundamental Strengthening of the Darien and Caribbean Region. Montebravo is an alternative development organization that is an example of regional integration. Has been formed with a social base made up of ten (10) Alternative Development Organizations, which represent around one thousand two hundred and fifty (1,250) afro-colombian, indigenous and rural families living in the municipalities of Carmen del Darién, Río Sucio, Ungaía and Acandí in the northern zone of the department of Chocó, who are engaged in agricultural activities and the extraction of products from natural forests as income sources to support their families.
Currently, it has a commercialization agreement with the National Chocolates Company, which helps them cut out intermediaries between the producer and the industrial sector. As a result, Montebrao commercializes more than 770 tons of dried cacao.

This organization’s main goal is to improve the producers’ organizations and communities, positively impacting and improving their quality of life.

Thanks to the joint work, dialogue and leadership that Montebrao has shown, a process of organizational realignment is being developed in the region that covers the northern Chocó, Urabá, southern Córdoba and the Bajo Cauca regions with the purpose of providing tools that contribute to the integration and development of these regions.

As a result of this joint work the following achievements can be highlighted:

• A commercialization agreement with the National Chocolates Company was reached which cut out the intermediary between the producer and the manufacturer. This has resulted in commercial transactions totaling more than 770 tons of dried cacao with a value of $2,964,556,604 Colombian pesos.
• Accumulated sales of 2,850 cubic meters of lumber from natural forests that were responsibly and sustainably cut and sold for a value of $2,051,152,845 Colombian pesos.
• Participation in the management, prioritization and establishment of six (6) productive partnerships with the Ministry of Agriculture and Rural Development for a value of $2,400,000,000 Colombian Pesos.
• Collaborative work to develop 6 microbusiness capitalization projects with a value of $195,000,000 Colombian pesos.
• Formulation and presentation of 8 projects designed to overcome the impact of heavy rains and flooding with a value of $180,000,000 Colombian pesos.
• The implementation of 7 memorandums of understanding for a total value of $575,000,000 Colombian pesos with the goal of improving the production and commercialization conditions of their goods and services.
In the area of marketing, this organization implements the following strategies:

- Participation in trade shows and business seminars.
- Offering their products over the internet and social networks.
- Selling products with added value elements such as certifications and information about the history and origin of the products.
- Printing and distributing brochures and business cards.
- Sending emails offering their services and products.

The organizations help protect the environment through using the following practices:

- Organic production of cacao.
- Best agricultural practices.
- Sustainable management plans for natural forests.
- Planting of forests.
- Conservation of natural resources.
Category: Associations

This category highlights the work of organizations with strong social bases. The criteria for the selection of the organization to receive this recognition are based on the growth in the number of associates.

Nominated: FIBARTE, APROCASUR, FREBOTA, INTEGRASINU, FRIENDS OF SAN ISIDRO.

Winner: Friends of San Isidro – ASOFASI, 105 families

The Friends of San Isidro Fruit Farming Association—ASOFASI, from the municipality of La Argentina, Department of Huila, is a nonprofit organization with a primary activity of the production and commercialization of fruits.

Currently, the Association focuses its efforts on growing peaches, with 92 hectares of land to grow two types of peaches for exportation, great red jarillo and yellow jarillo. This activity results in an estimated average of 25 tons of production per hectare per year.

The associates cultivate, harvest and undertake all of the post-harvest work, using technical standards and environmentally sustainable practices that guarantee a quality product adequate for competing in regional and national markets.

ASOFASI implements product quality strategies, competitive pricing, points of sale and publicity actions. They also concentrate on best environmental practices for their organization, taking care of water sources, preventing deforestation and restraining the use of chemicals.

Thanks to the management of the Association, combined with institutional efforts that are directed towards strengthening the productive chain of peach production, it has been possible to strengthen the capabilities of ASOFASI. This has meant that they are capable of taking on the challenge of creating derivative products and using these to find other niche markets for this fruit, which is prized for its high nutritional content. This Association also produces candies, jams, desserts and syrups with its peaches.
Category: Added value/ product transformation

This category recognizes the organizations that sell their product after applying added value processes. This added value may result from the transformation of the agricultural product into another product or because the organization has developed packaging that adds value to the product and improves its commercialization.

Nominated: APROACA, ASFACONFU, APROCAMPA, AGROAVIH, ACAPA, FRIENDS OF SAN ISIDRO, GUARDAGOLFO ASSOCIATION

Winner: AGROAVIH, 87 families

The Forest-WardenFamilies Agro-Productive Association—AGROAVIH is an Alternative Development association from the municipality of Vista Hermosa, Department of Meta, consisting of 87 families that produce cacao, honey and cash crops. In addition to honey, they produce other beerelated products such as royal jelly, pollen and propolis. In addition to growing fruit, they also produce fruit pulp, which they refrigerate and sell to be used to make juices.

In terms of the marketing and commercialization of the productive chain, the Association engages in the following actions:
• Production of 100% organic fruits and honeybee products.

• Printing and use of a registered label that follows the legal established guidelines for product labeling, and the issuing of legal receipts with tax specified and included.

• Sold in local, regional and national markets through door-to-door sales.

• Participation in different business seminars, trade shows and other events that the Association has been invited to.

The environmental practices that this organization applies are centered on the different environmentally friendly bee keeping and agricultural production systems that are available. The bees pollinate plants, helping environmental support services in their area of influence. This organization also supports the production of oxygen by planting trees that become part of the Agroforestry systems (cacao-forests) established during the Forest- Warden Families Programme (PFBG) and later by the cacao producers.
Category: product marketing

This category recognizes the organizations that have developed commercialization channels for their Associates' products. The alternative development organizations have access to a wide range of commercialization channels for their products. Some use only one commercialization channel where they sell all their products while others develop more than one commercial alternative.

Nominated: APROCASUR, ASAPIV, GUARDAGOLFO ASSOCIATION, ACTIVA G10
Winner: GUARDAGOLFO ASSOCIATION, 647 families

The Guardagolfo Association supports their 18 base organizations through the promotion, transformation and commercialization of their products. This encourages alternative development from a viewpoint that promotes environmentally friendly and sustainable production. It also works to rebuild social fabric of communities, which has benefited more than 600 families in the Gulf of Urabá.

This organization operates various production lines, including traditional fishing, eco-tourism, bee keeping, handmade crafts and rubber.

Amongst their main achievements worth noting are accumulated sales of more than 3 billion Colombian pesos through distribution in large supermarket chains, their own points of sale and 2 restaurants run by the Association.

Additionally, Guardagolfo executed more than 1.5 billion Colombian pesos for the strengthening of the association (and base organizations) through the improvement of their production infrastructure for the cleaning and packaging of fish. These resources have been managed with entities such as: the Department for Social Prosperity (DPS), UNODC, Carrefour Foundation, Incoder, the Departmental Government of Antioquia and the Necocli Municipal Council.
Finally, the Association promotes educational, training and commercialization processes with their associates, linking them to institutions such as: the Port Authority, the Coast Guard, SENA, the University of Antioquia, UNAD, Urabá-Darién Caribbean Corporation and Carrefour, among others.

Category: BPA- Sustainable environmental practices

This category recognizes organizations that, due to their clean production processes, they are able to certify products with quality seals and declaration of their environmental commitment. With this recognition these alternative development products open up possibilities to access special markets and obtain better product prices.

Nominated: FIBRARTE, APIMACIZO, MONTEBRAVO, RED ECOLOSIERRA, AAA ASSOCIATION, COOPROLOSAR AND ASOCAMPO.

Winner: Red Ecolsierra, 350 families with certified organic coffee.

The Ecological Producers of the Sierra Nevada of Santa Marta Network –ECOLSIERRA NETWORK– are coffee producing families located in the coffee belt of the Department of Magdalena (900 to 1600 meters above sea level).

The volume of certified organic coffee production of the organizations is 1,400 tons of dried pergamino coffee (15,500 bags of coffee beans Excelso of 70 kilos), 100% of which carry the fair trade or FLO certification.
Taking into account that the associates' farms are completely certified, the organization has capitalized on this situation to produce other products such as honey and cacao. Production is currently at 40 tons of honey per year and it is estimated that in 2015, 35 more tons will be produced by the new projects that are being implemented. In relation to cacao, production of 35 tons in 2015 and 80 tons in 2016 is estimated.

The organization promotes the concept of beekeeping using conservation and visibility of the place of origin of the products, which goes beyond just the cultural practice of beekeeping. The organization is the result of the union of two community grassroots organizations that have a high potential to be inserted into markets using the three key components of the production chain (production / transformation / commercialization).

Training has been carried out during the entire process for all the ecological farmers of the region, using methods such as workshops, practical days in the fields and short courses focused on topics such as organization, farm administration, organic fertilizer production, manufacturing of shelters, IFOAM Ecological Production Standards (International Federation of Ecological Agriculture Movement), CEE regulations 834/2007 “Ecological Agricultural Production”, fair commerce certification, compliance with the organic standards programme of the United States NOP, JAS seal for marketing in Japan and the national seal for ecological production, amongst others.

With the creation of the Ecolsierra Network, the proposal emphasized the implementation of conversion plans which included: construction of basic sanitation units, coffee pulp processors, compost bin construction, trash and recycling pits, and others. In each one of the farms, conservation zones have been marked out to help contribute to the collective construction of a large conservation corridor in the region, mainly based in the coffee growing agro ecosystem.

Currently, the organization has 5,772 hectares linked to the process of organic production of which 2,012 hectares have coffee crops, with a certified production of 1,200 tons that is sold with ecological production and fair commerce certification on their labels.

As a result, the Ecolsierra Network and their 20 associated groups have been working on a sustainable development proposal for several small towns that are linked to the mountain region in the Magdalena Department. This process has served as a starting point for the
implementation of the new model of coffee growing and in general organic and/or ecological agriculture in the region.

Similarly, work is being done to promote conservation practices within beekeeping through the high visibility of conservation efforts. These involve the sustainable use of apiaries and their contribution to conservation zones to promote their special ecological value, high biodiversity and community work in favor of the recovery/regeneration of deteriorated areas.
In addition to highlighting the progress made by the ADOs, during the ENDA an academic session was promoted which was made up of topic based groups so that organizations could discuss their role in the possible post-conflict setting. A special roundtable was also created to debate the characteristics that an alternative development organization must have, not only to contribute to the post-conflict process but to maintain sustainability and autonomy following the interventions of the alternative development programmes.

Provided below are the results of the conversations between the organizations, distributed in thematic blocks which are divided into the abilities that an ADO must strengthen in order to increase the impact for their associates and improve their production.
Capacity to promote the social development of associates

- Technical assistance to help design projects that improve the quality of life for beneficiaries.
- Hold community events where values such as respect, solidarity, confidence and integration are promoted.
- Promote generational succession to open up options for youth.
- Look for training options for associates and their families with a strong focus on youth participation.
- Look for strategies to stabilize income.
- Design projects that impact access to public and social services for the associates.
- It is recommended to continue supporting the first level organizations with accompaniment programmes implemented by second level organizations, which will

Administrative capacities

- Seek and manage resources.
- Lead the processes of legalization and formalization of the associations.
- Design internal accountability systems for the organizations and communities involved.
- Defend transparency as a core component of the administrative and commercial actions of the association.
- Planning with organizations must also focus on the creation of the capacity of organizations to provide support to the social development of their community, promoting participation and social control, learning about specific productive topics and create sense of belonging among producers.
Commercial capacities

- Carry out market surveys in order to plan production.
- Training in the 4 P’s: Plaza, Product, Price and Promotion.
- Add value to the products.
- Promote actions that open up access routes for the transport of products.
- Promote partnerships or sale price agreements.
- Have storage centers.
- Look for commercial partnerships.
- Guarantee the high quality of products.
- Differentiate work with the beneficiary and the organizations with the goal of helping organizations to improve their entrepreneurial capacities.
- Implement accompaniment designed specifically for alternative development organizations, which helps strengthen aspects of administration, production, commercialization and the social role of the organization.

Productive capacities

- The sustainability of the organizations depends on the transference of self-management capacities and technologies that they manage to develop during the time that the accompaniment lasts.
- Identify and formulate mechanisms to install capacities in the organizations which make them sustainable in the long term and convert them into promoters of social and economic development.
- The work of the organizations must be linked to the UACT for organizational strengthening in the zones targeted by the PNCRT. These alternative development organizations need to be linked to other initiatives and activities.
Evaluation of the Accompaniment of the Alternative Development Strategy

Beyond the activities carried out in the framework of the ENDA, the National Government, through the UACT and their strategic partner, UNODC, has promoted other spaces for the strengthening of the productive organizations. This is the case with Alimentec 2014, one of the most important food trade shows in the country, where 51 alternative development organizations participated in order to fulfill the goal of strengthening their image, better position their brands in the national market while looking towards the international market and consolidating commercial partnerships with new clients.

The event took place in the International Business and Exhibition Center of Corferias in Bogota from the 3rd to the 7th of June 2014. With the slogan “alternative development products for peace”, 51 alternative development organizations were present and displayed their products in a permanent commercial exhibition in pavilion 8-2 with samples of export products that met the highest quality standards and had point of origin labels.

In the framework of ALIMENTEC, the UACT and UNODC developed a series of training sessions for organizational strengthening and a roundtable for participatory evaluation with the 51 organizations that took part in this event. The focus of the participatory evaluation was the accompaniment provided to these organizations in the framework of alternative development and the components, resources and objectives of this accompaniment.

The results of this participatory evaluation and from the roundtable held in the ENDA for the construction of an ADO model for the post-conflict phase produced a DOFA analysis matrix. This is being used as a reference for the design of new interventions and accompaniment programmes for the organizations.
Weaknesses

• Sometimes the time allotted for the diagnostic of the accompaniment is a very short period and in other cases accompaniment is possible for a year for projects with a longer time scale. This results in organizations arriving at moments that are critical for their sustainability without accompaniment. If producers can’t rely on resources arriving on time, the opportunity to develop activities associated with the investment made by the productive project is lost. The impact that the actions could have is affected along with their sustainability due to the delays and setbacks in administrative areas that don’t take into account the cycles of planting, rainy season and harvest.
• In the training sessions some topics are repeated and other important areas are not discussed. Only a small amount of time is spent focused on product innovation.
• The supporting material that is used for accompaniment is not appropriate for the producers and their organizations. This is because they are either not informed in a way that helps them understand the written information, the materials do not have a sufficient educational focus for the learning objectives, or because the materials are not provided to students.
• Technical visits are short and superficial. A small number of technicians are assigned for a large volume of work with the beneficiaries. These quick visits don’t allow for either a complete tour of the land with the technician or help clear up all the doubts that the producer has.
There isn’t an evaluation tool for the beneficiary to assess the support they have received nor a close monitoring of the activities that the beneficiaries and their organizations must implement as part of the accompaniment process.

Technical assistance must be specially designed for each production line. On some occasions the required assistance is not provided for the particularities of each production line. At times, a technician is assigned to train beneficiaries in several production lines but lacks knowledge about management and diseases of each crop.

Accompaniment in the social and environmental components is weak. The social component uses a socio-business and environmental focus with a crosscutting approach.

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Community work with beneficiaries from the Alternative Development Programme.

**Strengths**

- Technical assistance includes a diagnostic stage that helps to ascertain the state of each organization. In accordance with this the intervention is drawn up.
- The Rural Schools (ECAs) are a good system for providing training on technical aspects of agricultural and socio-business practices.
- Accompaniment is dynamic, helping adapt to the needs of each project and the level of self-management ability for each of the organizations.
- Good results have been achieved with the implementation of accompaniment using three components: productive, socio-business and commercial.
• The implementation of best environmental practices in the establishment and management of crops is an important aspect in the development of the production capacities of beneficiaries.

**Threats**

• An important part of the time available to implement the accompaniment is spent developing the diagnostic and planning stages of the intervention. This reduces the time spent on the accompaniment of the producers and their organizations or activities take place with less time than is recommended for an ability transference process of this type.
• The disparity in the levels of development of the organizations corresponds to the time they have been operating or linked to this type of process and the accompaniment that they have received.
• The organizations don’t have access to a model to manage government and international cooperation support, due to the fact that the accompaniment, in the majority of cases, is only provided to beneficiaries.
• It is important to strengthen joint responsibility in the development of the accompaniment activities. The success of these depend on the commitment of the producers in completing the tasks set by the technical team along with members of the accompaniment process working more intensively with producers and their organizations.
Opportunities

- The partnerships with the Ministry of Agriculture and Rural Development are consolidated as a useful tool for the strengthening of the organizations in productive and commercial aspects. However, the lack of permanent accompaniment for the organizations is a weakness that doesn’t help in the creation of capacities within the organizations.
- Medium-term planning to strengthen organizations in administrative topics will help create local capacities among producers and their organizations.
- The work that is being done with first and second level ADOs is starting to show results, which has helped to implement accompaniment programmes for the organizations in a less advanced state of development, with the most developed organizations acting as operators. This blueprint creates confidence in the programme and strengthens the commitment of the participating organizations.
Progress made by the UACT in strengthening Alternative Development organizations

In order to provide a better accompaniment to the alternative development organizations, the UACT has been working in partnership with the other responsible public entities to strengthen these organizations and be able to convert them into promoters of peace, fairness and education. This work also has the objective of improving economic, social and institutional conditions in the territories and communities where the ADOs are present.

The UACT works with national entities such as Ministry of Agriculture and Rural Development, Special Unit for Solidarity Organizations, Department for Social Prosperity (DPS), with local authorities and with international cooperation.
A. An agreement has been signed with the Unit for Solidarity Organizations, which includes the following work areas:

⇒ Provide technical organizational assistance in areas of solidarity:

- Provide training on the general duties and responsibilities of the administrators.
- Training in the appropriate legal framework.
- Establish the services provided by the solidarity organizations and their respective regulations.

⇒ Provide technical organizational assistance in administrative aspects:

- Review and adjustment of the basic structure of the organization for administrative processes.
- Creation of strategic and action plans for the organizations in areas such as administrative management, financial, budget management and how to pay taxes.
- Strengthen the mechanisms of internal control and support committees for the creation and review of regulations.

⇒ Provide technical organizational assistance in business aspects:

- Identify and evaluate the viability of the productive project through establishing a network of supportive sectorial integration.
- Provide technical assistance for the construction of business plans and funding.
- Provide technical assistance in helping to look for markets or commercialization channels for the goods and/or services to be sold, in making commercial agreements and in monitoring and evaluating business processes.
B. With the Department for Social Prosperity (DPS) work is being carried out to strengthen the alternative development organizations that have a sectorial focus. Through the Productive Inclusion and Sustainability sectorial initiatives, the organizations are strengthened to guarantee a continuation of the socio-economic processes that are occurring at a national level.

C. The National Government has established an Alliance for Good Government which includes the participation of the Ministry of Justice and Law, UNODC and UACT. This partnership has helped to co-finance productive projects and improve support mechanisms for these organizations.

D. With the Ministry of Agriculture and Rural Development and the rest of the agricultural sector entities in Colombia, mechanisms have been established to promote and support the rural sector. This is the case with the Ministry’s productive partnership, which helps provide comprehensive attention to the needs of the territories and communities focused on alternative development.

E. With the help of international cooperation, organizational strengthening activities and other complementary processes are being developed with UACT. International partners such as UNODC, USAID, FUPAD, ACDI-VOCA and the European Union play important roles when it comes to articulating services or directly operating our projects.
Beneficiaries attending the National Meeting on Alternative Development visited the Arví Park, a natural reserve located to the northeast of Medellín that covers more than 16,000 hectares. This visit had the purpose of learning more about the work of the Londoño Family over various decades, who have focused on cultivating flowers and constructing and presenting special flower displays that are an important part of municipal fairs in the region. The story of this family, defined by persevering, collaborative and highly innovative work, served as inspiration for the organizations that attended the meeting. The Londoño family is an example of collaboration to support production efficiency.
This open and spontaneous space was an opportunity to exchange and create knowledge. It was an example of how the expertise of different organizations could be shared to work on a common project, which happened in the exercise of participants building their own special flower displays. Each group proposed an objective, which allowed the organizations to improve their integration and promote teamwork.

The construction of the special flower displays evidenced the need to develop products with a social sense, which requires active participation from the organization in each phase of production. This exercise also created an opportunity for the formation of a knowledge exchange network, in which the experiences of each one of the organizations can be jointly used to strengthen their capacities in self-management and to form associations.
In the framework of the academic agenda of ENDA, a space was opened for representatives of the national government, departmental governments and associations to share their expectations and experiences regarding the implementation of alternative development in Colombian territories. Those who intervened didn't just emphasize the challenges faced in the area of alternative development, but also the need to strengthen rural development in Colombia. Participants agreed that both of these elements were indispensable to end the conflict and consolidate peace in rural societies.

**Speech from Governor (e) of Antioquia**

* Santiago Londoño Uribe

In "Antioquia the most educated", we have wanted to solve three big problems: i) inequality. This country and this department have large inequalities between regions, between municipalities and between people. Fighting against inequality is a national challenge. Related to inequality are two other problems, ii) violence, which increases inequality and reduces dreams, opportunities and the capacity to develop our territories, and; iii) illegality, which adopts many forms and expressions.

In Antioquia, we are proud of our history but are also aware of the illegal activities that have accompanied our development. We have to understand that we won't be able to overcome barriers if we don't address these three problems in a coordinated manner. For example, one of the expressions of illegality is corruption, which is an evil that afflicts our communities. The money that was allocated for hospitals and roads remains in the pockets of corrupt officials. This contributes to inequality because the corrupt people keep the money meant for the most humble people. For this reason, many of the regions – that are represented today in the ENDA – haven’t benefited from development
because corrupt officials have stolen the money. Opportunities have also been limited because of violence, which has affected the provision of support and development in the territories.

We are convinced that in this country we have to solve the armed conflict in order to dedicate ourselves to developing the regions, which is why our efforts need to be integrated. The solution to illegality and the culture of violence in the rural sector requires an integrated approach.

Talking about rural development leads us to discuss various areas. The topic of education should be one of our priorities. A society will have better opportunities when education is the focus for the entire territory, when opportunities are created through providing education to all. We need to have better educational opportunities in the rural sector. We need to keep promoting “rural schools” so that farmers are better trained with better tools and they can produce and promote their products more effectively. Rural schools are a central component of rural development.

We understand that we face challenges in revitalizing the territory. Rural areas, in addition to the armed conflict and the absence of public institutions, are facing a generational threat because we are losing our youth. The young people are not staying in the countryside, they are heading to the departmental capitals and the big cities or are participating in illegal activities. We need to ensure that these adolescents and young people have opportunities in their territories, because even though progress might be made in farming techniques and technology, it is essential that we have future generations that want to continue working on farms.

We need to understand that Colombia and its rural areas have been changing. For example, in the production of cocoa, we have been able to support some territories to become more competitive through accompanying them with technical assistance. In Antioquia we discovered that, in sectors such as coffee, the average age of a coffee grower is 65. If we don’t make an effort to revitalize the coffee growing sector there won’t be any new generations to lead production, so we have been working to promote and support a new generation of coffee growers so that young people fall in love with the product. However, this should be complemented by training and technical assistance for young people so that we can reinvent coffee production. In Antioquia we want to produce the best cup of coffee in the country, which is why we have begun to work with the new coffee growing generation, and we have achieved that families have supported this proposal.
It is fundamental that the decision to tackle the culture of illegality is accompanied by institutional work. Within the discussions on rural development there are many aspects that we need to focus on such as education and the redefinition of markets, but we have also discovered that we are capable of connecting the development of transport infrastructure with rural development. Currently in Antioquia we have created a map of all of our roads (highways and country roads). The decision to build a culture of legality for agriculture should be accompanied by the intervention of inter-institutional services and support.

Given that the war has been constructed over the last 50 years in the rural sector, peace can also be built there. It is precisely through education, development and training that we can write a new page in our history, because this country won’t tolerate any more chapters of violence. Everyone gathered here today is a living example of how we are going to write a new page in the history of this country.
Speech from Director of the Anti-Drug Policy and Related Activities, Ministry of Justice and Law
Javier Flórez Henao

As the current director of the Anti-Drugs Policy in Colombia which is led by the Ministry of Justice and Law, this policy has to focus more on the individual and less on getting rid of coca, poppy and cannabis plants. The policy needs to focus more on the territories and less on the hectares that we eradicate. This doesn’t mean that the government will relinquish its responsibilities in the territories (eradication, fumigation), but we want to transform the territories so that the vulnerabilities that exist there aren’t the only option for people.

We want you to live in territories where local development is a reality, territories with public assets that are at your service and territories that are full of opportunities. We are working for the territories to once again be full of hope for our young people because we can’t have rural areas without small-scale farmers.

To help improve the work that you undertake every day with so much effort and passion in each of your plots of land we have faced many challenges in what we do, correcting errors from the past and strengthening best practices to make Colombia a leading example of alternative development for the world. In the Ministry of Justice we have developed a sustainable reduction plan for illicit crop, in which we have stopped relying solely on the practice of eradication. We have worked closely with the UACT and aim to include other public and private actors to help achieve a transition to legal economies.

You are heroes of our Colombia, a country that is both tragic and beautiful. You are the spirit of alternative development and inspire poets to write about your lives, which are examples for all Colombians.
Speech from Administrative Unit for Territorial Consolidation
Carlos Bastidas

I want to acknowledge the presence of the delegations that accompany us today and that have travelled from different parts of Colombia. Today all of the regions of Colombia where alternative development is occurring are represented.

The exercise that we have been carrying out with the United Nations, USAID and with local administrations through citizen participation, has been the vertebrate of what we have been developing in the Programs against Illicit Crops to strengthen the presence of the State in the territories.

We want to strengthen citizen participation and investment in rural areas because peace is obtained through investing in roads and productive projects to support small-scale farmers.

We have been improving this model, increasing from a grant of $2,100,000 pesos for each family to a model that provides $7,400,000 pesos so that these families have better opportunities to implement productive projects.

We are close to declaring the departments of Boyacá and Caldas as free of illicit crops. We need to continue this progress so that more territories are free of illicit crops. We will also work with territorial entities to target special investments so that the families that decide to engage in legal activities have access to many more projects.
APROACA began in 2008 with 163 members and cocoa crops, located in the problematic area of the Lower Caúca region. APROACA started its work by identifying needs in the local communities because intermediaries were buying cocoa at half the price and APROACA began to pay double that price.

When the Forest Warden Families Program (known as PFGB in Spanish) arrived they told us about the need to save money. At first we thought that they were making fun of us but after that we learnt many things. For example, when they told us that the women where the ones entitled to the program, many men forced their wives to leave the program. But little by little we began to yield and our women began to be recognized across the municipality because we recognized them internally.

In APROACA, after being beneficiaries of the PFGB, we learnt to share the management of resources. We discovered that we couldn’t allow corruption to enter the organization, which is why APROACA is completing a memorandum of understanding and we now have more than 1,000 beneficiaries. However, we still have problems with illegality and the cause of illegality is the conflict.

We are the ones in charge of carrying out the territorial consolidation that we talk about so much. APROACA is very grateful to all of the entities that have intervened in the territory. We bought an office and we have begun the process of transformation through purchasing machinery. As a small-scale farmer that today leads APROACA, I tell you that we have to contribute what is most valuable to us to this process. This means we have to build the trust that comes from living and
working together in our territory and help each other to look after our territories because the armed forces can arrive today but leave tomorrow. We have been called “fools” by the people that grow illicit crops or people who work in illegal mining. I ask all of you to not waste the opportunities that they have offered us.

**Speech from CENCOUSD**

Helen Parra

The promotion, support and accompaniment to the Colombian productive sector are fundamental components of Cencosud Colombia’s sustainable development and social responsibility policy.

Within our social responsibility policy we are clear that we have to promote win-win relationships in which providers, clients, the community, the government and the company carry out actions to improve our exchanges and generate satisfaction for all through the establishment and support of social, economic and environmental projects.

In 2001 we signed an agreement with UNODC to work together for peace in our country. The objective of this program is to support small-scale farmers so that they substitute their illicit crops for agricultural products that can be commercialized in our supermarkets. The program includes accompaniment and support in the areas of logistics, quality, product innovation and special conditions for providers.

On the 12th of April 2012 we opened a Supply Centre for the fishing industry in Necoclí, in the Gulf of Urabá. This project benefits 300 small-scale fishermen and women and is promoted by the Forest Warden Families Program. It was made possible through a donation of €72,000 euros. Cencosud sells their products in our supermarkets, supporting the generation of sustainable income for fishermen and women that have
benefited from the Supply Centre. The project aims to articulate the processes of fishing, processing and commercialization, as well as strengthening the value chain for the small-scale fishing industry in the Gulf of Urabá, improving the income of participating families.

As part of Alimentec 2014, the most important commercial food fair in Latin America, the Administrative Unit for Territorial Consolidation (UACT) promoted the participation of 52 alternative development organizations and Cencosud Colombia donated an official stamp of quality through UNODC. This stamp certified the products from farmers that have substituted illicit crops on their land as alternative development entrepreneurs. The commitment from the company is permanent and in our stores we currently have 35 products for sale that have this stamp. These include coffee, condiments, jams, grains, canned food, honey, tea, herbal tea and fish. More than 4 billion pesos of these products have been sold since 2010.

Currently we are working on the codification of new products and supporting new entrepreneurs in partnership with UNODC and the Colombian government. Through the AUCT the Colombian government aims to improve the development of the country through sustainable projects and alternative development products that contribute to the peace of our country.
“Let’s get ready for peace” is a departamental programme developed by the Antioquia Government that was created when the national government and the FARC decided to negotiate. This programme is based on the idea that the construction of peace has to be done at a community level. After a year of research and conversation with communities, victims and leaders, seven intervention areas were designed as the basis of the programme. The idea is to reach territories affected by violence and conflict and transform them into zones of peace and solidarity.

The strategic lines for the construction of peace come from the need to change the way we have lived over the last half century. This important transformation is required in how we relate to each other at the core of society, the way we build communities and the creation of collective life projects.

One of the main intervention lines of the programme is the construction or development of a democratic culture. It is generally agreed that the construction of peace in a territory requires the link between politics and violence and politics and corruption to be ruptured. This rupture is a part of the new democratic culture.

Another intervention area is the construction and reconstruction of the social fabric. Despite living closely together in rural areas, buildings, neighborhoods and towns, communities don’t feel connected as trust has been lost due to the destruction of the social fabric. It is necessary to work on the consolidation of human groups within territories,
neighborhoods and families in order to find a common language that facilitates communication and the establishment of life rules that help build trust amongst everyone. This work of repairing the social fabric is difficult because no one has lived in peace in this Department for a long time or ever, and everyone has a different idea on how to construct peace.

For this reason it is necessary to create socially held concepts, models and life paradigms that eliminate violence as a structural factor of existence. This area is based on the concept that the knowledge of a social organization has an important value which the State and governments are obligated to protect.

Peace building is not an award to those that have committed acts of terror but to a society that has resisted and wants to transform and turn the page on violence by writing a new chapter of peaceful coexistence. This is not achieved from the large cities but from the countryside, with the resources and abilities of the territory in accordance with the disposition that these territories have to be part of the process.

Finally, as a fundamental part of this process, the reconstruction of memory must be promoted. This involves psychological reconstruction through symbolic accompaniment to build peace. Recollection helps self-esteem, the security of individuals and social groups, so they feel that they can stop running and wondering “what is going to happen to me today?”. Tony Blair said, “war ends the day that normal people gathered together in a home, school or community say no more”.

2014 ENDA participants.