

PNC and execution phases of the CELI Program

Level	Phase I	Phase II	Phase III
PNC	Emergency attention - Territorial Security	Transition - Protection to the citizen	Stabilization – Economic, social and institutional Development
Priority:	To promote an environment of trust with the State	Active presence of State institutions in consolidation areas	To integrate citizens into the political, social and economic dynamic of the country.
Political Objectives:	<p>To elevate trust and confidence</p> <ul style="list-style-type: none"> ▪ Establish the first relations with the community ▪ Rapid response to community priorities ▪ Flexibility in actions and processes ▪ Initial rapid market study ▪ Program personnel lives with the communities and shares risks ▪ An invitation to build a democratic State ▪ Agreed agenda with mayors, motivate government institutions to visit the area 	<p>To bring the State closer to the communities</p> <ul style="list-style-type: none"> ▪ Initiate and strengthen coordination meetings (Sena, S.A. ICA, CPGAs, Min Agric, Parques Nal, Alcaldías, ICBF, AS, S. salud, S. Educ, Ministerios, ONG) ▪ Improve services of agricultural technical assistance, health, education, and basic services ▪ Mayors lead the coordination meetings. ▪ Community leaders interact with mayors and state institutions. 	<p>Continuous and permanent presence of the State</p> <ul style="list-style-type: none"> ▪ Mayors, local government and State institutions permanently supporting services to rural and urban citizens in the territory. ▪ Existence of permanent security so that the citizens are able to build a democratic State. ▪ The population has trust in the State and maintains public infrastructure. ▪ Citizen culture exerts community pressures for compliance with the law.
Economic	<p>Small productive projects</p> <ul style="list-style-type: none"> ▪ Average U\$30.000 ▪ Support to existing groups ▪ Limited and partial support ▪ Focus on the market ▪ Identifying value chains ▪ Technical assistance. 	<p>Value Chain projects</p> <ul style="list-style-type: none"> ▪ Support to initiatives in <i>zonas amarillas</i> ▪ Support to prioritized value chains ▪ Agreement between entities ▪ Negotiation of resources from department, municipal, and national governments. ▪ Support in AT, FE, FO y FR. ▪ Support in the conformation of second tier associations 	<p>Sustainable productive projects</p> <ul style="list-style-type: none"> ▪ Consolidation of value chains by productive line. ▪ Signing of marketing contracts. ▪ Exporting products. ▪ The private sector has the initiative to invest. ▪ Medium and long term projects that generate income and employment. ▪ Government facilitates and support larger investment projects.
Governance	<p>To facilitate the presence of state entities in intervention areas.</p> <ul style="list-style-type: none"> ▪ Contact with mayors and institutions ▪ Strengthen inter-institutional coordination ▪ Support improvement of the system of collection of taxes, planning and budgeting system. ▪ Mayors and department governments join forces with the PNC 	<p>Support the strategy of presence of the State in consolidation areas.</p> <ul style="list-style-type: none"> ▪ To improve the legitimacy of the local state, dialogue and commitments with associations, JACs, and CSOs ▪ Support to local governments in the improvement of providing basic services. ▪ Support in raising tax collection, budgets by projects, and results. ▪ Support in the articulation with state offers. (Alianzas, Minicadenas, Crédito, OR) 	<p>Mayors and department governors lead regional development.</p> <ul style="list-style-type: none"> ▪ Increased voting rates. ▪ Increased coverage of social services. ▪ Local leadership completely leading the process. ▪ Municipalities and departments dedicate a significant budget for consolidation areas.

Social Capital	Organizations and solidarity and trust networks. <ul style="list-style-type: none"> ▪ Identifying associations, or informal producers groups, JACs, and CSOs. ▪ Support and strengthen community organizations. ▪ With SENA: Promotion of associations in <i>zonas amarillas</i>. ▪ Creation of citizen oversight groups, and participation committees. 	Collective action and cooperation <ul style="list-style-type: none"> ▪ Support to the integration of regional producers associations ▪ Associations are integrated with support services entities ▪ Contacts with local exporters ▪ Support to JACs and associations ▪ Democratic values are discussed and agreed collectively. 	Cohesion and social induction. Empowerment and political action. <ul style="list-style-type: none"> ▪ Producers associations consolidated. ▪ Strengthened social capital ▪ New associations with new initiatives. ▪ Growing presence of the private sector and a stronger institutional cohesion. ▪ Regional leaders compete for public office ▪ Civil society organizations lead social, economical, political and environmental processes.
Infrastructure and Basic services	Small infrastructure works <ul style="list-style-type: none"> ▪ Identifying the needs with the community and the JACs. Technical studies and design. ▪ Meeting with mayors and local government officials. ▪ Community prioritization of projects. ▪ Materials for health, education and culture. ▪ Small improvement Works 	Sector works led by regional and local governments. <ul style="list-style-type: none"> ▪ Support mayors and governors accessing GOC resources ▪ Support in the formulation of projects with greater impact. 	State entities effectively provide the services required <ul style="list-style-type: none"> ▪ Ensure that consolidation areas have the required resources from the municipal and department budget. ▪ Continuous improvement of basic services.
Type of intervention	Starting the process. <ul style="list-style-type: none"> ▪ Entering the area with small support from state entities. ▪ Process starts by assuming up to 90% of the cost of the projects <p>Leader: CCAI y Operator</p>	Consolidate the work initiated in Phase I <ul style="list-style-type: none"> ▪ The program funds a part of the costs with the commitment from the department and municipal governments assuming co-financing and sustainability of the projects. <p>Leader: government entities</p>	Complement the actions of the State and private sector. <ul style="list-style-type: none"> ▪ Encourage the private sector to assume a more active role, and to make considerable investments. <p>Leader: private sector</p>
Timeline	Short term. One year.	Medium term. 2 or 3 years	3,, to 6 years

Convenciones

SA= Secretaria de Agricultura (Departamento)
ICA= Instituto Colombia Agropecuario (Nacional)
CPGA= Centros Provinciales de Gestión Agroempresarial (Municipios)
AS= Acción Social (Presidencia)
OR= Oportunidades Rurales (MinAgricultura)
Alianzas Productivas (MunAgricultura)
Crédito Banco Agrario

AT= Asistencia Técnica
FO= Fortalecimiento Organizacional
FE= Fortalecimiento Empresarial
FR= Fondo Rotatorio (asociaciones)
ICBF= Instituto CoOlombia Bienestar Familiar (nacional)
Sena= Servicio Nacional de Aprendizaje (Nacional)
JAC= Junta de Acción Comunal (veredas)
PNC=Plan Nacional de Consolidación
CELI=Consolidation and Enhanced Livelihoods Initiative