

OBJECTIVE	To facilitate and strengthen the development of the Natural Ingredients Chain for Pharmaceuticals and Cosmetics in Colombia, with the aim of exporting, and taking into consideration economic, technological and environmental & social sustainability criteria.
PRECONDITION	Considering that this programme is developed with the support of entities that promote and control the sustainable use of natural resources, the companies that receive support must commit to adopt the environmental and social criteria as defined by Biotrade.
STRATEGY	The Strategy will be developed in two complementary stages: i) The Short Term Strategy, that will be developed between 2003 and 2004, and will focus on giving support to the companies involved in the CBI programme; some specific activities will allow the strengthening of conditions of the general environment to promote the development of the sector; and ii) The Medium and Long Term Strategy, which integrates a wider Development Plan for the sector, and will be defined as part of the work of the first step and that will be performed between 2005 and 200X.

GENERAL OBJECTIVE	SPECIFIC OBJECTIVES	ACTIVITIES	EXPECTED RESULTS	INDEXES	RESPONSIBLE	SUPPORT AND FINANCIAL SOURCES (1)	PERIOD	Results of activities done from January to July 2004	
1. Technical, productive, technological, legal and commercial strengthening of support to the seven companies that from part of the Export Development Programme-EDP.	1.1 Strengthening of the Raw Materials Producers.	To develop the Management Plans for producers and suppliers of raw materials from the companies involved in the EDP	Management Plans for raw material producers and suppliers of the EDP's companies	Number of developed Management Plans, % of EDP's companies suppliers with implemented Management Plans	Biocomercio Colombia	Consultant GEF USD 5.000	dic 2003 - april 2004	4 Companies have finished their management plan (Asproma, Morenos Ltda, Medick, Labfarve). The other 3 companies in the CBI EDP are starting the elaboration of their management plans.	
		To train entrepreneurs and suppliers in the implementation of Good Agricultural Practices	Participating entrepreneurs and suppliers in the EDP trained and implementing Agricultural Good Practices	Number of companies and suppliers trained on GAP	Biocomercio Colombia	Consultant USD 3.000 GEF y BTFP (1st phase)	déc.03	1 workshop was developed with laboratories and their medicinal plants suppliers. 7 laboratories and 15 suppliers were trained in GACP and quality assurance.	
		To design and implement a plan for organisation and production local suppliers EDP companies.	Plans have been designed and implemented by 3 suppliers of the chain	Number of companies and groups of producers implementing plans	Biocomercio Colombia	BTFP: USD \$15.000		From the training received in GAP, the companies developed plans to work together with local suppliers in the assurance of raw material quality. At least four companies are implementing management plans.	
	1.2 Strengthening of the companies in management and technological development aspects	- To support the seven EDP companies in the implementation of Good Manufacturing Practices - make assessment and provide advise on GMP - To facilitate the implementation of GMP at the company level - To facilitate the GMP certification by companies	EDP companies implementing and certified in Good Manufacturing Practices	Number of companies GMP certified Number of companies implementing GMP	CBI	CBI's TA			Klaus Duerbeck visited Colombia in March 2003
					Biocomercio Colombia	Consultant USD 3.000 GEF y BTFP	dic 2003 - dec 2004	Assesment on GMP done for 7 companies participating in the CBI EDP.	
					Companies	Companies	To be defined by each company	3 workshops were developed with laboratories and their medicinal plants suppliers. 7 laboratories and 15 suppliers were trained in GMP and quality assurance.	
					Proexport / Companies	Estimated cost per company: USD 5.000 Proexport: 50% of total cost / Companies: 50% of total cost	To be defined (30/12/2004)	Ecoflora is finishing the construction of a plant based on GMP training. Phitoher received ISO 9000 certificate. All companies are implementing some activities of GMP	
			Elaborate a guide on integration of GMPs, GAPs, SMPlans, for companies in the sector	Guide published and disseminated		Biocomercio Colombia / BTFP	GEF: US\$4000 y BTFP: US\$3000	Feb 2004 - May 2004	50% of the Guide done at the moment
			Provide technical assistance to the implementation of pilots plants (technoogy transfer) - Carry out needs identification - Develop a technical assistant project - Project implementation	Project document for technical assistance project; Project funded and implemented.	A project document presented at least to two possible donors. Number of companies receiving technical assistance for the imlementation of the project Resources invested in the Technological Project % of resources leaned from third hands for the development of the Technological Project	Probably: Fomipyme, Colciencias, CBI	BTFP: \$3000	jan 2004 - april 2004	Two meetings with GTZ were held to look for funding for technology. GTZ was not doing new projects in Colombia during 2004.
		Biocomercio Colombia / Proexport	BTFP - Biocomercio - Proexport			May - Dec 2004			
		Biocomercio Colombia / Proexport	BTFP - Biocomercio - Proexport			May - Dec 2004			
		Companies	BTFP - Biocomercio - Proexport			Beginning January 2004 until dec 2005			
			Identify Technical Assistance to carry out chemical analysis	There are at least two entities working together with EDP companies in the elaboration of chemical analysis and technical data sheets	Number of entities supporting the elaboration of chemical analysis for EDP's companies; Number of elaborated chemical analyses and technical data sheets	Probably: Fomipyme, Colciencias, CBI	BTFP - Biocomercio - Proexport	jan - Dec 2004	
			To facilitate the technology and know-how transfer	experiece obtained in know-how and technology transfer	Number of Know How and Technology transfer exchange missions received by companies; Quantified technical cooperation resources given to companies	Biocomercio Colombia / Proexport /BTFP / CBI	BTFP - CBI	2004	Klaus Duerbeck visited Colombia in March 2004
			Provide assistance to strengthen management of companies	Management of EDP companies strengthened	Number of training & coaching sessions, seminars or advisory received by companies; Companies have up-dated business plans	Biocomercio / Proexport Coinvertir	Coinvertir (see 1.3)	2004	The training sessions, were part of a program for looking for foreign investment. As Colombian companies didnt want foreign investors, couldnt apply for the training.
	Provide advise and support on the improvemnet of packaging and labelling	EDP companies improved their products packing and optimized their wrapping scheme	Number of companies that have improved their product packing and their wrapping system; % of achieved standards and requirement in product packing	Proexport / Companies	Proexport / Companies	Beginning on 2004	As the product development is in a first step, working in packing is not a priority during 2004. It will be very important next year.		
	To guide entrepreneurs in the acquirement of Sanitary Registration	EDP's companies have acquired or are in process of obtaining the Sanitary Registration required for their products	Number of companies that have acquired Sanitary Registration since the beginning of the program; Time taken by the companies to obtain the Registration	Biocomercio Colombia	Consultant	jan - Dec 2004			

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	1.3	Support the design and execution of each company's Export Plan and Export Strategy	Each company's Export Plan in execution; EDP companies Export strategy developed	% of fulfillment % of each EDP company Export Plan % of fulfillment of the Special Project	CBI, Proexport	CBI, Companies, Proexport's T.A. Proexport: USD 30.000 (for 1st year)	2004	There is a draft version of the Special Project which includes export plans for the 7 companies involved. The project has been frozen for the past months while the companies decide on the product they want to include.	
		Support the participation in trade fairs and sectorial events	Each company participated at least in two trade fairs and sectorial events in 3 years	Number of fairs and sectorial events that EDP companies have participated in	CBI / Proexport	CBI / Proexport / Companies	InCosmetics CPhI	Colombian companies didnt participate during 2004 in trade fairs. Right now, three companies are preparing for the assistance to the expro in november 2004, and other three are getting ready to assist to In-Cosmetics in 2005.	
		Support the development of strategic alliances between Colombian and foreign companies	1 joint ventures of different types and under different schemes are being executed between Colombian companies and other Andean, European and North American companies	Number of performed joint ventures between Colombian, Andean, European and North American companies Number of joint ventures in negotiation	Coinvertir / CBI / Proexport / SIPPPO? / BTFP	Coinvertir: 70% (aprox. USD2,000 per company) Companies: 30%	2004 - 2005	The companies didnt have interest in the program of Coinvertir	
		Support participation in Expro seminars	EDP companies assisted the Expro seminar in Rotterdam	Number of companies that have attended Expro Seminar in Rotterdam; Number of contact and closed businesses obtained by companies as a result of their participation in Expro Seminar	CBI / Proexport /	CBI: US\$8000 / Companies	nov.04	Companies are preparing for the assistance to the expro seminar. Close follow up needed from Klaus Duerbeck	
		Provide support in logistics	EDP companies have improved their export logists	Efectiveness of the export logistical process implemented by each company (number of days spent on the process, % of cost reduction in the process, others)	Proexport (Proyecto Especial) / CBI	Proexport / Companies	Beginning on 2004	The company Ecoflora is making use of the Agreement between Proexport and DHL, which provides discount prices for international tranport and packaging. The other companies will be included upon demand.	
2. To generate an ebaling environment for the development of the sector	2.1	To evaluate USENAT's proposal in the context of the Andean Community and Colombian regulatory frame	Public and private actors involved in this "Strategic Development Plan for the Development of the Natural Ingredients Sector for the Pharmaceutical and Cosmetic Industry in Colombia", presented a legislation proposal and discussed it to the competent authorities	Discussions on legislation took place Number of actors involved in the legislation discussion; % of modifications made in the legislation of the proposal presented by USENAT and team of this Stategic Plan	USENAT / Minambiente	Biocomercio Colombia/ Minambiente / Proexport / Mincomex / CBI	Nov. 2003	Participation in the discussion of the legislation. New Legislation approved in July 2004 for the natural ingredients sector. Native plants studied (monographs) are going to be include in the list of permitted plans.	
		To improve the proposal			USENAT	Consultant MinAmbiente (aprox. USD 3.000)	2004		
		To faciliate the discussion with relevant entities			MinAmbiente	MinAmbiente / Biocomercio / USENAT	2004		
	2.2	To facilitate access to financial sources	To identify existing public and private financial sources for NICP's companies	The entrepreneurs know the potential financial sources to which they can have access	Number of identified financial sources Number of events, activities and promotional material that have been disposed to the companies	Biocomercio Colombia / BTFP / CBI	Coinvertir (see .3) / GEF / BTFP / CBI	2004	Companies are not interested in foreing investors. They are looking for credits in national banks or credit institutions.
			To disseminate the information among entrepreneurs			Coinvertir / Biocomercio Colombia / Proexport	Coinvertir / Biocomercio Colombia / Proexport	févr.04	
			To give punctual assistance in access to finance to five companies of the sector	Five companies have been advised in the obtaining of financial resources	Number of companies advised on access to financial sources; Number of companies that have acquired financial sources through the identified sources and the given advise	Coinvertir	Coinvertir: Investors / Biocomercio Colombia and Proexport: National credit and funds / BTFP and CBI: International Funds	2004	
2.3	To generate and provide market information (local, national and international)	Two national market surveys	At least, two national market surveys have been elaborated, published, divulged and socialized.	Number of surveys done	Biocomercio Colombia	Biocomercio - GEF / Minambiente USD \$14.000	2003	National market for essential oils Market survey done for LatinPharma	
		One survey for the United States	One survey for the United States	Number of published surveys	ITC	BTFP : US\$10000	September 1st. 2003	ITC study	
		One survey for Europe.	One survey for Europe.	Divulgation media for the Market surveys	CBI	CBI	Permanent	CBI Markt surveys	

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		To disseminate and socialize this information among the different actors		Number of entrepreneurs who knows and use the market surveys done	Biocomercio Colombia / Proexport / Unctad	Biocomercio Colombia / Proexport / BTFP	Permanent	All the studies done by Biocomercio are in its webpage
	2.4 To promote the consolidation of USENAT as a trade association	To elaborate a project to guarantee USENAT's future sustainability	USENAT is a consolidated association with a defined service portfolio and an executive secretary operating permanently	Sustainability level reached by USENAT (costs vs incomes)	USENAT	Biocomercio Colombia / CBI	2004	USENAT its been participating in all the discussions related to the legislation and in workshops related to value chain analysis.
		To support the definition of a service portfolio of the Association		Number of services that confirm USENAT's portfolio and use level by the associates.	USENAT	USENAT / Biocomercio Colombia	2004	
		To support the creation of an executive secretariat for the trade union's operation		Satisfaction level of the associates with USENAT's services and the effectiveness of the Executive Secretary	USENAT	USENAT / Biocomercio Colombia	2004 - 2005	
		To train the leaders of the associations		3 leaders have been trained	Number of trained leaders	USENAT	USENAT / Biocomercio Colombia / Proexport / CBI	
	2.5 To promote research & development in the natural ingredients sector	To identify services provided by universities and research centers	There is a database of services offered by universities and research centers	Number of universities and research centres, out of the total, censed by the made surveys	Colciencias / USENAT / Biocomercio Colombia	Biocomercio - BTFP	mars.04	To de done during the second semester of 2004
		Inventory of the existing studies	There is an inventory of the surveys and researches made in the country, which is permanently updated	Number of applied research to the sector done yearly % of volume growth of made researches Researches use level by the private sector	Colciencias	Consultant	mars.04	To de done during the second semester of 2004
		To promote research & development applied to the sector's needs	The development of 5 research studies has been encouraged		Colciencias	To be defined	jan 2004 - dec 2005	
	2.6 To identify the existing raw materials producers of the sector	Making of a census of the producers (Area, species and offer).	There is as a census of raw material producers for the sector, which is permanently updated	% of Raw material producers included in the census, out of the existing national total	Biocomercio Colombia	Consultant paid by Biocomercio: USD \$10,000 CARs / Min Agricultura / Andes - GEF / Amazonas (UNF) / Orinoco (GTZ), Caribe y Chocó (Biocomercio)	juin.04	Producers census is finished. Communities from the andean region, that are currently cultivating medicinal plants were identified
3. Development of a proposal for a wider development plan of the sector.	3.1 Prioritize the strategic species of the sector	To carry out a national and international expert meeting to define the species	A meeting with national and international experts was carried out and potential species were defined	Number of participating experts in the meeting held to prioritize the species; Number of Colombian organizations participating in the prioritization meeting.	Biocomercio Colombia	Biocomercio Colombia: USD \$5000 BTFP: USD \$14,000	sept.04	Experts meeting organized in July 2004. 15 plants were prioritized
		To prioritize six species	Six priority species will be the focus of the development of natural ingredients and products for the pharmaceutical and cosmetic industry	Number of prioritized species; Number of prioritized species and with monograph	Biocomercio Colombia / USENAT	Biocomercio USD \$4000 BTFP: USD \$6000		A cooperation agreement is being signed with Ministry of agriculture. Because of this agreement, 15 plants monographs will be elaborated (not just six). Terms of reference for the monographs are in revision.
	3.2 Census of companies related to the sector, with commercial capacity for national and international markets	To carry out a company census	There is a census of the companies linked to the sector, with commercial capacity, which is permanently updated	Number of censed companies, out of the existing national total; Coverage level of the census	Proexport / CARs /			juin.04
3.3 To develop a second phase of the national sector strategy	To define a new plan according to the results of the first phase (2003-2004).	The second phase (2004 – 200X) of the "Strategic Plan for the development of the Natural Ingredients Sector for the Pharmaceutical and Cosmetic Industry in Colombia" has been formulated and validated and ahs a national scope	Number of participating actors in the elaboration of the Second Phase strategy; Number of fulfilled activities for the Second Phase validation; Number of companies, entities and other actors that have participated in the project validation for the Second Phase; Fulfillment level of the First Phase Strategy activities; Funding	Biocomercio Colombia / Proexport / BTFP / CBI / USENAT	BTFP / CBI		Preliminar Document on December 2004	To be done during the first months of 2005

(1) Those Support and Financial Sources that have been already approved and guaranteed are highlighted in **BOLD**