



**USAID**  
FROM THE AMERICAN PEOPLE

**COLOMBIA**

# ACCESS TO JUSTICE ACTIVITY

THIRD ANNUAL TECHNICAL REPORT  
October 1, 2014 – September 30, 2015

October 30, 2015

This publication was produced for review by the United States Agency for International Development. It was prepared by Checchi and Company Consulting, Inc.

# **ACCESS TO JUSTICE ACTIVITY**

## **Contract No. AID-514-C-13-00001**

### **THIRD ANNUAL TECHNICAL REPORT** ***(October 1, 2014 – September 30, 2015)***

**Prepared by:**

**Checchi and Company Consulting, Inc.**  
**1899 L St, NW, Suite 800**  
**Washington, DC 20036**

**October 30, 2015**

#### **DISCLAIMER**

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

# TABLE OF CONTENTS

LIST OF ACRONYMS.....	iv
EXECUTIVE SUMMARY.....	vi
1.0 POLICY ISSUES.....	1
1.1 BROAD CONSULTATION WITH STAKEHOLDERS.....	1
1.2 COORDINATION WITH OTHER DONORS, USAID PROJECTS, AND USG AGENCIES.....	2
2.0 REGIONAL ASPECTS.....	3
2.1 SUMMARY OF ACTIVITIES AND PRINCIPAL ACHIEVEMENTS.....	3
2.2 PRINCIPAL CHALLENGES AND OPORTUNITIES.....	9
2.3 LESSONS LEARNED.....	10
3.0 COMPONENT ACTIVITIES.....	11
3.1 COMPONENT ONE – JUSTICE HOUSES AND ADR.....	11
3.1.1 SUMMARY OF ACTIVITIES AND PRINCIPAL ACHIEVEMENTS.....	11
3.1.2 PRINCIPAL CHALLENGES, OPORTUNITIES AND LESSONS LEARNED.....	17
3.2 COMPONENT TWO – GENDER.....	18
3.2.1 SUMMARY OF ACTIVITIES AND PRINCIPAL ACHIEVEMENTS.....	18
3.2.2 PRINCIPAL CHALLENGES AND OPORTUNITIES.....	23
3.2.3 LESSONS LEARNED.....	24
3.3 COMPONENT THREE – JUSTICE REFORM.....	25
3.3.1 SUMMARY OF ACTIVITIES AND PRINCIPAL ACHIEVEMENTS.....	25
3.3.2 PRINCIPAL CHALLENGES AND OPORTUNITIES.....	32
3.3.3 LESSONS LEARNED.....	34
4.0 COMMUNICATIONS.....	35
4.1 SUMMARY OF ACTIVITIES AND PRINCIPAL ACHIEVEMENTS.....	35
4.2 PRINCIPAL CHALLENGES AND OPORTUNITIES.....	36
4.3 LESSONS LEARNED.....	37

ANNEX A: MOBILE JUSTICE ACTIVITIES

ANNEX B: VIRTUAL LEGAL CLINICS

ANNEX C: JH DEVELOPMENT AND SUSTAINABILITY INDEX SCORES

ANNEX D: SICJWEB JUSTICE HOUSE REPORTS

ANNEX E: TOTAL PARTICIPANTS EQUITY CONCILIATION TRAINING- 21 AUGUST 2015

ANNEX F: PROPUESTA DE PRIORIZACIÓN Y REPORTE TÉCNICO DE LAS

INVESTIGACIONES INCLUIDAS EN EL ANEXO RESERVADO DEL AUTO 009 DE 2015

EXPEDIDO EN EL MARCO DEL SEGUIMIENTO DE LA SENTENCIA T – 025 (Separate)

ANNEX G: REPORTE TALLERES INFORMATIVOS CONVOCATORIA AJA-APS-2015-001

ANNEX H: RUTA DE ATENCIÓN A CASOS DE VBG, EL CARMEN DE BOLIVAR (Separate)

ANNEX I: RUTA DE ATENCIÓN INTEGRAL, INMLCF

# LIST OF ACRONYMS

ADR	Alternative Dispute Resolution
AGO	Attorney General’s Office ( <i>Fiscalía General de la Nación</i> )
AJA	Access to Justice Activity (or the “Project”)
ANSPE	National Program for the Elimination of Extreme Poverty ( <i>Agencia Nacional para la Superación de la Pobreza Extrema</i> )
APP	Public-Private Alliance ( <i>Alianza Privada-Pública</i> )
APS	Annual Program Statement
BACRIM	Criminal Bands
CAPIV	Victims’ Attention Center ( <i>Centro of Atención Penal Integral a Víctimas</i> )
CECAR	<i>Corporación Universitaria del Caribe</i>
CEJ	Corporation for Excellence in Justice ( <i>Corporación Excelencia en la Justicia</i> )
CIJ	Attorney General’s Office University of Knowledge and Innovation for Justice ( <i>Universidad Conocimiento e Innovación para la Justicia de la Fiscalía General de la Nación</i> )
CISPA	Inter-institutional Commission for the Criminal Accusatory System ( <i>Comisión Interinstitucional of Seguimiento al Criminal Accusatory System</i> )
CNMT	National Center for Historic Memory
CPC	Criminal Procedure Code
CSJ	Superior Judicial Council ( <i>Consejo Superior de la Judicatura</i> )
DADR	Alternative Dispute Resolution Directorate of the Ministry of Justice and Law ( <i>Dirección de Mecanismos Alternativos de Solución de Conflictos</i> )
DNP	Department of National Planning
EC	Equity Conciliator
ESAP	<i>Escuela Superior de Admnistración Pública</i>
FARC	Revolutionary Armed Forces of Colombia ( <i>Fuerzas Armadas Revolucionarias de Colombia</i> )
FIP	<i>Fundación Ideas para La Paz</i>
GBV	Gender-Based Violence

IGAC	Geographic Institute Agustín Codazzi ( <i>Instituto Geográfico Agustín Codazzi</i> )
IMP	<i>Iniciativa de Mujeres por la Paz</i>
INCODER	Colombian Institute for Rural Development
JAC	Community Action Board ( <i>Juntas de Acción Comunal</i> )
JH	Justice House
LJC	Local Justice Committees
LJS	Local Justice Systems
LR	Land Restitution
MICE	Methodology to Implement Community Conciliation
MJL	Ministry of Justice and Law ( <i>Ministerio de la Justicia and del Derecho</i> )
MOU	Memorandum of Understanding
NGC	National Gender Commission of the Judicial Branch ( <i>Comisión Nacional de Género de la Rama Judicial</i> )
NPEC	National Program for Equity Conciliation
NPJH	National Program for Justice Houses
NUSCJ	National University School for Community Justice
OPRT	Land Restitution Process Observatory
PACE	Contact Center for Equity Conciliation
SICJWEB	Justice House Web-Based Information System
SNAVU	National Deputy Directorate of Attention to Victims and Users
SP	Strategic Partner
SPA	Criminal Accusatory System ( <i>Criminal Accusatory System</i> )
SV	Sexual Violence
UACT	Special Administrative Unit for Territorial Consolidation ( <i>Unidad Administrativa Especial para la Consolidación Territorial</i> )
UARIV	National Unit for the Comprehensive Assistance and Reparation of Victims ( <i>Unidad para la Atención and Reparación Integral a las Víctimas</i> )
URT	Land Restitution Unit
USAID	United States Agency for International Development

# EXECUTIVE SUMMARY

During the 2015 Fiscal Year, the Access to Justice Activity (AJA or Project) demonstrated significant accomplishments while carrying out major changes to project implementation. The announcement by the government and the FARC guerrillas in September 2015 that the Peace Accords would be signed by March 2016, and the agreement on a framework for transitional justice, provide both opportunities and challenges for AJA in its next year. In accordance with guidance from USAID, AJA has made significant changes in the ways it carries out activities in Component 1 (Justice Houses) and Component 2 (Gender). AJA has also drawn extensively on the lessons learned provided by its annual strategic review as well as the mid-term AJA evaluation.

Reshaping support for Justice Houses (JH) and Equity Conciliators (EC): AJA ended its direct support to the JHs, and shifted in late 2014 towards supporting a sustainable Ministry of Justice and Law (MJL) approach – a Public Private Alliance (APP) – to building and funding new JHs in the post-conflict period. As of the end of FY2015, however, the MJL had not finished reviewing the most recent APP proposal and thus new JH construction remains on hold. At USAID’s request, AJA designed and applied a JH Development and Sustainability Index to establish the situation of the 24 selected JHs. AJA carried out three applications of the Index in August, 2014, and in February and July 2015. Twenty of the 24 JHs had attained a well-established sustainability score by mid-2015. AJA will continue to work with selected JHs regarding activities for JH roles in the post-conflict period. AJA and USAID also shifted support for the MJL’s EC program. The EC attrition rate has is quite high in the absence of payment or incentives for ECs. AJA agreed with USAID to decrease support to the Methodology to Implement Community Conciliation (MICE) process. AJA will finalize the MICE processes that have already started as well as the refresher courses agreed with the MJL, and it will continue to encourage the MJL to identify EC incentives. Given the need to expand alternative dispute resolution (ADR) in the consolidation zones once the Peace Accords are signed, AJA will conduct a quick mapping exercise on other institutions in the countryside that can provide ADR where ECs do not operate or are insufficient.

In Component 2, AJA achieved two milestones in recent months. Through the provision of technical assistance and financial support, the Project helped launch a new victims’ assistance center (CAPIV) in the Tumaco region, the scene of high levels of gender-based violence (GBV) and violence related to the armed conflict. Support from AJA included the installation of infrastructure improvements with cabling and the facilitation of communication between the CAPIV and the AGO. AJA also developed a peer-to-peer strategy, approved by USAID, for the training of prosecutors in gender-based and sexual violence cases. With USAID approval, AJA has redesigned its gender activities to better promote sustainable prosecutions of gender violence through an innovative two-pronged strategy, now in the early stages of implementation.

The first part of AJA's new approach is to assist victims directly through a small grants program in which it will support local women's organizations in providing legal and psychosocial support to victims of gender-based violence. At the local level, each grantee organization will provide legal support for at least 15 cases in the six regions where AJA works; AJA believes that the prosecution of these 90 cases will stimulate additional prosecutions of GBV cases. Furthermore, AJA will also provide grants to national-level NGOs to provide additional legal and psychological support to victims of Sexual Violence (SV) within the armed conflict. AJA will then compile the lessons learned, and it will share these findings with relevant justice sector actors and the Attorney General's Office (AGO) with the goal of informing gender-related policy. The second part of AJA's strategy is to build the capacity of justice sector operators to respond to gender-based violence cases. AJA developed a peer-to-peer training methodology, which it will implement through the Attorney General's Office and Local Justice Committees (LJC). As part of this strategy, experts in the field will mentor fellow prosecutors on the investigation and prosecution of gender-based violence cases. AJA has already begun implementing phase one of this strategy, which involves an inter-disciplinary training of local justice actors through the LJCs on how to respond to gender-based violence and its victims. This activity also illustrates AJA's effort to integrate actions of all three Components in field activities.

In Component 3, AJA finished the pilot implementation of the model for judicial land restitution process management in the courts in Cartagena and Carmen de Bolivar. Subsequently, AJA, worked with the Superior Judicial Council (CSJ) to design and launch a replication management model for judicial offices and courts in Medellín, Cúcuta, Cali, and Bogotá, and courts in Buga, Yopal, Santa Marta, Pasto, Valledupar, and Apartadó. AJA supported classroom training sessions to assist magistrates, judges, and officials process land restitution cases more effectively and efficiently. AJA supported a security plan to mitigate risks in the handling of information during the judicial phase of land restitution claims, and continued its technical and financial support for the operation of the Thematic Committees on land restitution. AJA conducted a map of corruption risks in the restitution process that will be incorporated into the management model of the specialty judicial offices. This map will enable early warnings to reduce the threat of corruption and to establish greater transparency in the handling of cases. AJA monitored closely the process of land restitution in the courts through its strategic partner Corporation for Excellence in Justice (CEJ) which analyzes the Land Restitution Observatory Process (OPRT) coverage, due process, the quality of judicial decisions, and the effectiveness of judicial decisions. A second monitoring report in was shared with judges in the regions and at the national level. Finally, AJA supported the judiciary's holding of a competition for best practices in the administration and coordination of the judicial phase of land restitution; as a result, five Colombian judges will travel to the U.S. and meet with judges there to improve their knowledge of case management. AJA is coordinating closely with the USAID project that supports the administrative phase of land restitution, and in the coming year both projects will jointly support greater coordination between the administrative (executive branch) and judicial phases of land restitution.

LJCs are a major actor in increasing state presence in the consolidation zones previously influenced by illegal armed groups, and in increasing the access to justice. During this fiscal year, AJA provided direct support for: rural brigades to population centers that had never had justice operator visits; the formal registration of justice projects in projected municipal budgets in 29 municipalities, totaling COP \$1,400 million (these projects/funds will require certification and approval by incoming municipal administrations in 2016); the coordination at the local level between the formal justice system and indigenous and Afro-Colombian communities; the strategy for the institutionalization of the LJCs at the local level through municipal decrees, that to date has been successful in two municipalities (out of the 29 with which the AJA collaborates), El Bagre and Briceño. The institutionalization strategy's aim is to produce more results in the remaining municipalities during the next fiscal year.

AJA worked with strategic partner CEJ to assess Colombia's new accusatory penal system. To ensure the sustainability and the transfer of USAID's technical and financial efforts in the past 10 years on the implementation of the criminal accusatory system (SPA) in Colombia, AJA signed a subcontract with the AGO's University of Knowledge and Innovation for Justice (CIJ). This completes AJA's support for SPA in Colombia.

The announcement by the government and the FARC on September 23 that they would sign the Peace Accords by March 23, 2016 has energized justice operators' thinking about preparation for the post-conflict period. Most operators anticipate that the demand for justice services in consolidation zones, heretofore influenced by the FARC, will expand dramatically, including in the areas of land restitution, victims' rights, GBV, and ADR. AJA's counterparts are assessing how best to prepare for the increased demand, and to prepare for the government's implementation of transitional justice. AJA is working with national and local counterparts on the potential contributions of JHs and LJCs in the post-conflict era.

AJA operates in zones where the FARC, ELN, and organized crime are present. The FARC's December 2014 unilateral ceasefire made it much easier to carry out activities such as justice brigades in certain rural areas. The FARC's subsequent suspension of the ceasefire for a number of weeks in 2015 led to the postponement of numerous AJA activities in the countryside; these resumed following the FARC's renewal of its ceasefire in July 2015.

Colombia's 2015 judicial reform will eliminate the CSJ, a major AJA partner in land restitution and in the National Gender Commission (NGC). A new National Council on Judicial Governance will replace the Superior Council; at the Superior Council's request, AJA is funding a study on how to transfer its responsibilities to the new body. Friction between the AGO and the CIJ has reportedly resulted in the elimination of the CIJ's budget for 2016, and if uncorrected, this will have a major negative effect on AJA gender objectives.

AJA is currently moving forward with alternate plans to implement activities originally planned for with the CIJ and will keep USAID informed during the upcoming months.

# I.0 POLICY ISSUES

## I.1 BROAD CONSULTATION WITH STAKEHOLDERS

During the third year of Project implementation, difficulties due to conflicts in the regions were encountered in building partnerships with the private sector. For this reason the search for alliances focused on national and regional institutions and other USAID and GOC-funded programs.

Despite the difficulties encountered, during the last quarter of FY2015 the AJA intensified its regional work to reach agreements with territorial entities, from the perspective of ensuring the sustainability of project efforts. Through a series of forums and meetings, AJA developed partnerships with organizations and public and private sector entities involved in local development, in order to promote the inclusion of justice and other issues in the platforms and development plans of mayoral candidates.

At the end of FY2015, the Project engaged in preparatory work for holding roundtables with the LJsCs and rural organizations, as a preliminary step toward holding regional forums on territorial justice, rurality, and the post-conflict era. The AJA identified important partners and regions of focus, such as the Governor's Office of Meta for activities in La Macarena; *Fundación Oleoductos de Colombia* in Bajo Cauca; *Pastoral Social de Montelíbano* in Sur de Córdoba; and *Pastoral Social de Tumaco*. AJA also established contact with regional organizations in Montes de María, such as *Mesa de Paz Sucreña*, *Grupo de Paz Territorial*, and *Mesa Campesina de Bolívar y Sucre*. Additionally, the AJA initiated conversations with *Generadora y Comercializadora de Energía del Caribe* to support the rurality strategy in the Sur de Córdoba.

The AJA planned partnerships with the *Escuela Superior de Administración Pública* (ESAP) for training new office holders on the inclusion of a justice line in development plans, with specific advances in Bajo Cauca.

As reported throughout the year, the AJA continued its joint work with the Special Administrative Unit for Territorial Consolidation (UACT) in all of the territories of project focus. Of special note was the work that the UACT performed in these territories to invest resources in its 2015-2018 operating plans for the prioritization of justice projects with LJsCs. The UACT and AJA's strategic partners were instrumental in planning, executing, and monitoring local activities. At a national level, the AJA maintained continuous communications with the Post-Conflict Ministry and the MJL in order to clearly establish the national entities that could help ensure the sustainability of the LJsCs.

At the end of the year, the AJA identified civil society organizations that were able to provide legal assistance to victims of GBV/SV, thereby establishing local partners with the capacity to promote the prevention of, and attention to, these types of cases in each of the regions.

## **I.2 COORDINATION WITH OTHER DONORS, USAID PROJECTS, AND USG AGENCIES**

The interest in ensuring the sustainability of the actions sponsored by USAID in the regions where AJA operates, during FY2015, the Project facilitated frequent meetings with other implementers (*Programa de Derechos Humanos, Colombia Responde, Programa de Tierras y Desarrollo Rural*) to continuously participate in forums with mayoral candidates to promote the development of public policies on justice, human rights, and rural development. Of particular importance was the partnership established with the Land and Rural Development Program in Montes de María. . This partnership facilitates (1) the development of plans for the formalization of property and land restitution strategies with the LJC's in order to overcome barriers related to these issues, including the absence of State justice operators in rural areas and pressure and threats from armed groups; and (2) the preparation of the LJC's justice brigades that will begin next quarter.

# 2.0 REGIONAL ASPECTS

## 2.1. SUMMARY OF ACTIVITIES AND PRINCIPAL ACHIEVEMENTS

The third year of execution was, in all of the regions of Project implementation, a decisive phase for establishing the Project's presence in the covered municipalities and integrating the territorial approach. The AJA increased its priority work in the rural areas, and sought to integrate the specific objectives of each component in the territories in order to achieve a greater impact, increase visibility of the Project and promote the sustainability of its actions.

The integration of the territorial approach was carried out in all of regions by developing relationships between the LJsCs and the different municipal justice institutions (judicial, administrative, and ethnic), as well as the Government Secretariats of the mayors' offices in most cases.

Over the last year, the AJA moved ahead with its strategy for strengthening coordination with the UACT, the central government institution which is the partner with the greatest presence in the AJA's municipalities of intervention, and has incorporated the strengthening of the justice sector in its national and local agendas. The UACT has also committed itself to providing economic resources in order to strengthen the LJsCs during the four years of the current presidential term. Specifically, the UACT included in its 2015-2018 operating plans resources for co-financing LJC initiatives and justice-related projects within municipal development plans in the AJA's six regions of intervention. These funds will come from the estimated COP \$1,700 million UACT has set aside for justice projects. As an example of this support, the UACT co-financed approximately 60% of the cost of a forum in Tumaco with justice operators to discuss the challenges faced in the implementation of Law 906 of 2004.

### **Strategic Partners**

The nine regional Strategic Partners (SPs) (eight local universities and the Dioceses of Montelíbano) assisted during the third year of Project implementation through activities included in their agreements, most notably in the following three areas of intervention in the regions:

- Bringing justice services to rural areas through 101 mobile justice brigades<sup>1</sup> in coordination with the 29 LJsCs and the 12 JHs that exist in the consolidation municipalities. Five of the SPs conducted training sessions on public policy, a differential approach, GBV and gender-

---

<sup>1</sup> The 101 mobile justice brigades are comprised of: 42 brigades by law school clinics, 29 LCJ brigades, and 30 JH brigades.

related jurisprudence, and in the case of SP *Corporación Universitaria del Caribe* (CECAR), equity conciliation.

- Assisting the regional teams in activities aimed at enhancing the sustainability of the Project, such as forums and meetings with mayoral candidates in the 29 municipalities for the inclusion of justice issues in local policies and future development plans.

In the opinion of the SPs, a fundamental achievement during year three was their empowerment as academic or social institutions in having an impact on access-to-justice policies and the building of trust in the territories, and for this reason they are interested in continuing partnerships in their regions for the sustainability of the Project's work after the end of its implementation period.

### **Advisory Boards and Technical Committees**

The Advisory Boards facilitated a systematic dialogue with department governments in meetings convened with the UACT, regional SPs, and the AJA for the annual planning, monitoring, and coordination of activities, and to facilitate partnerships for the execution of the regional plans. These meetings also sought to make an impact on, and coordinate with, the policies of the departmental administrations, private entities and other USAID operators in the territories. One example of this was the Board's direct participation in the planning and co-financing of some mobile justice brigades by the Governor's Office of Antioquia, and another was the Board's participation in the discussions with the ESAP for developing the justice model to be included in the 10 municipal development plans in Bajo Cauca.

Although no progress was made in coordinating the participation of the governors' offices in the Sur de Tolima and Montes de María regions (due to turnover in these offices and lack of political will), communication was established with regard to specific activities. For example, the governor's office in Montes de María participated in equipping and monitoring the adaptation of two Contact Centers for Equity Conciliation (PACES), and the governor's office in Sur de Tolima supported, with an advisor, the formulation of the 2015 Justice House action plan. At the beginning of year three, and in some cases for year 4 as well, all of the regional work plans were discussed in Advisory Board or Coordination Committee sessions, facilitating the monitoring of these activities. At the end of year three, these bodies agreed on the need for developing a sustainability strategy to which all of their members are committed.

The technical committees of the Advisory Boards hold specific department-level sessions with sectional justice entities for addressing the requirements of the LJsCs. For example, in meetings with the Institute of Legal Medicine in Medellín, the participants defined the support to be given to joint training activities for justice operators and indigenous authorities in Bajo Cauca within the framework of the coordination protocols. In meetings with the Sectional Directorate of Prosecutors in Córdoba, an agreement was reached on activities for the implementation of a CAPIV in

Montelíbano. Frequent meetings were also held with the Sectional Councils of the Judiciary to review the presence of the courts in the municipalities and to facilitate the participation of judges and judicial officials in the different training sessions. Of particular note were meetings in Sur de Córdoba and Sur de Tolima for the signing of coordination protocols between the indigenous and ordinary (or formal) justice systems.

### **Local Justice System – Local Justice Committees**

The operation of 29 LJs was maintained during FY2015. In La Macarena, three of the six Local Justice Roundtables were interrupted in their work, due to difficulties and turnover within those LJs, but by the end of the year all had been reactivated and were enthusiastically participating in discussions on the institutionalization of the MJL through municipal agreements/decrees, and, in the case of Mesetas, in a workshop conducted with indigenous authorities. The LJC in Valencia, Sur de Córdoba was not installed because of the conflict with *BACRIM* (criminal bands). However, the UACT has promoted some activities in the municipality. The LJC in Santander de Quilichao was not created given that the justice-related demands in a context of ethnic diversity and armed conflict requires a more prolonged analysis for intervention in order to ensure specific results and impacts are effective.

The LJs are consolidated as entities of participation, representation, consensus-building, and coordination among the different justice operators, undertaking actions and strategies to mitigate or overcome barriers of access to justice that were identified in each municipality, especially the absence of state justice services and the recognition of community justice in rural areas. The LJs have action plans and periodically monitor their execution with support from the AJA. During the past year they designed operating protocols that are in the process of being modified. They defined the role of an LJC coordinator and made progress in the institutionalization of the LJs through the signing of municipal decrees/agreements with a view toward sustainability. At a national level, they engaged in conversations with the UACT to explore the possibility of institutionalization through the Post-Conflict Ministry or their reactivation with the MJL, which until now has been difficult because of the clear absence of dialogue partners in this matter.

The 100 sessions that the 29 LJs held during the year contributed to the establishment of dialogue and trust between the entities, resulting in a general agreement to improve relations with rural communities. The LJs also created opportunities for including community organizations, such as Community Action Boards, in their activities. This strategy is part of the review of local justice maps, which enhance the visibility of justice actors as well as the visibility of community organizations present in the rural areas of each municipality. The maps assist the AJA in the development of rurality strategies and the participatory construction of routes of access to justice. The rurality strategy includes in-person and virtual legal clinics (the latter connected to digital kiosks), agreed routes of access to justice, mobile justice brigades, and community roundtables on territorial justice and the post-conflict era, among other activities. The agreement is to develop

routes with an emphasis on rural areas while taking into account the diversity of disputes arising in these towns. The routes will be designed with Community Action Boards that have representation in the LJs.

Specific cases during year three demonstrate the impact of the LJs over the last year. For example, in Sur de Córdoba, as a result of complaints from the LJs about the high rate of impunity in cases of sexual violence, the AGO will prioritize five emblematic cases. The LJ in Tumaco learned of a case involving a victim of attempted homicide, and assisted the victim in obtaining health care and reporting the case to the AGO. In Bajo Cauca, as a result of the intervention of the legal clinic in a brigade organized by the LJ, families affected by the construction of a road in the rural area of Anorí received advice on filing legal action for the re-establishment of their rights. The judge ruled in favor of the families, ordering the company in charge of the construction to assist in their relocation.

In addition, the LJs have been continuously involved in the appointment of officials to different entities, such as the National Unit for the Comprehensive Assistance and Reparation of Victims (UARIV) and the National Program for the Elimination of Extreme Poverty (ANSPE), and have received a positive response in most of the cases. For example, LJs assisted in the appointment of a circuit judge in El Carmen de Bolívar and a local prosecutor in San Onofre.

### *Sustainability*

Given the role of the LJs in making an impact on the development of local justice-related policies and the electoral season that began during this fiscal year, the AJA agreed with the UACT and other partners in each territory to promote discussions, meetings, and forums with candidates for mayor and, in some cases, governor. As of September 30, 2015, approximately 25 meetings were held to raise candidates' awareness of the importance of including the issue of justice in government platforms and development plans, thereby promoting the sustainability of the Project's different activities. Community organizations were invited to these events, which focused on the need to exercise oversight and social control over the decisions of elected officials. This strategy is in the interest, and has the buy-in, of all members of the partnerships created in each region.

The registration of justice projects in the 29 mayoral offices, representing a total commitment of COP \$1,400 million is a first step by the LJs promoting the incorporation and implementation of justice-related projects municipal budget resources. Although the electoral situation presented itself as an obstacle during this fiscal year, the AJA, in partnership with the UACT, is monitoring the situation in order to prevent the diversion or loss of resources for these activities.

During year three, all of the LJs began to prepare for the municipal and rural roundtables for developing local proposals related to territorial justice, rurality, and the post-conflict era, which will take place in regional forums that will be held during FY2016 with the support of the *Fundación Ideas*

*para La Paz* (FIP) and in partnership with territorial actors. These forums will socialize cross-cutting and region-specific barriers to access to justice that the LJsCs have addressed, and will discuss public policy solutions to overcome them. Under this scenario, an agreement was reached with the Governor's Office of Meta to commit budget resources for the joint preparation and development of the forum to be held in this region before the end of calendar year 2015.

### Rural Justice

As reported in all of the quarterly reports, the greatest impact of the LJsCs, with the involvement of the JHs in the 12 municipalities where they exist, was noted in the mobile justice brigades in rural areas. Of particular note is the assistance provided by the legal clinics in a good number of the brigades that are listed in **Annex A**. Sixty-five percent of the 101 brigades in FY2015, attended by 8,594 people, were carried out in villages and towns affected by the armed conflict, a first step for providing the rural communities with information about the scope of state justice services available for resolving their disputes, thereby indirectly demonstrating solutions that are different from those applied in the parallel justice system.

Another important activity of the rurality strategy is the installation of virtual legal clinics in 29 municipalities. These clinics are technological tools administered by the law school legal clinics of SP universities to record, monitor, and evaluate consultations with the rural population, especially in relation to the exercise of justice and the promotion of rights. Most of these clinics will be located in schools, libraries, and municipal solicitors' offices. In coordination with the UACT and in partnership with the Ministry of Information and Communication Technologies, the clinics will be connected to two or three digital kiosks<sup>2</sup> installed in the villages (see **Annex B**). These priority activities form part of the rurality strategy that is being implemented as noted above, and the plan is to include them in the municipalities' development plans.

### Ethnic Justice

As recorded in the maps of actors, indigenous communities are present in 18 of the 29 municipalities, and there is an Afro-Colombian population organized in community councils in seven municipalities. Progress was made during the year in the work with indigenous communities, with significant achievements such as the formulation, signing, and implementation of three coordination protocols between the Zenú and Embera Katío indigenous peoples and the LJsCs in the three municipalities of Alto San Jorge (Sur de Córdoba); the signing of a regional protocol in Sur de Córdoba with the sectional entities; and the signing of a protocol in Rioblanco, Sur del Tolima; and protocol with the Zenú people in Cáceres, Bajo Cauca. Progress was also made in the

---

<sup>2</sup> "Los Kioscos Vive Digital son puntos de acceso comunitario a Internet con los niños, jóvenes y adultos de 5300 centros poblados (veredas y corregimientos) de más de 100 habitantes, donde pueden conectarse a internet y recibir capacitaciones gratuitas en uso y apropiación de las TIC". <http://www.mintic.gov.co/portal/vivedigital/612/w3-propertyvalue-7059.html>

development of protocols, some of which are being reviewed for signing, with the Pijao people in Chaparral and Ataco, the Nasa people in Planadas, the Zenú and Embera Chamí peoples in Montes de María, the Paez people in Mesetas and Uribe, as well as the Embera Katío people. In the latter case, the AJA also held the first workshops with justice operators of the LJs to recognize the ethnic justice system in their territories and to establish agreements for representation on the LJs, a step that precedes the development of the protocols.

Under a grant awarded to RECOMPAS, work began in Tumaco to promote the creation of justice committees in the community councils in order to strengthen the Afro-Colombian justice system and establish a process for an agreement between it and the ordinary justice system. Finally, the AJA will work with the Afro-Colombian community councils and indigenous groups in Bajo Cauca, in a joint effort with its partner *Colombia Responde*, whose agenda also includes working with ethnic groups.

### Training Activities

During FY2015, the SPs provided the following trainings to members of the LJs:

<b>Region</b>	<b>Activity</b>	<b>Participants</b>
Sur de Córdoba	Five training sessions on a differential approach, public policies, and sexual violence (three sessions in Alto San Jorge and two in Alto Sinú).	80
Tumaco	Diploma course on the administration of justice with a regional focus.	35
La Macarena	Workshops on jurisprudential guidelines in gender matters (in four of the six municipalities).	42
Sur del Tolima	Seminar on “Comprehensive Citizen Services” (with the participation of justice operators from LJs in Ataco, Ortega, and Rioblanco).	60

In Bajo Cauca, the University of Antioquia designed a diploma program with an emphasis on the territorial context, barriers to access to justice, and public policies and quality systems applied to the local justice system, which will be offered to justice operators on the 10 LJs whose implementation had to be postponed due to the emergence of new leaders and the anticipated changes in the administration of the justice as a result of new appointments by the mayors. In addition, forums on land restitution were held with the SPs in Bajo Cauca, Montes de María, Pasto, and Villavicencio, and the universities are participating on the Land Restitution Observatory’s Regional Technical Committees. A roundtable on “Advances and Setbacks in the Implementation of Law 906 of 2004” was held in Tumaco.

Finally, members of the three LJs in Sur de Córdoba and two in Sur de Tolima participated in

workshops in Montelíbano and Chaparral, respectively, on the interdisciplinary management of sexual violence cases. The workshops were held in coordination with the National Institute of Legal Medicine and Forensic Sciences and the CIJ. Approximately 80 people participated in these workshops.

## **2.2. PRINCIPAL CHALLENGES AND OPPORTUNITIES**

The AJA's geographic focus in consolidation zones has presented a constant challenge to the implementation of activities which, like the justice brigades, involve the participation and commitment of justice officials, rural leaders, and communities in areas in which distrust between these parties prevails, with finger pointing and the fear of reprisals. Also, there is a view in these areas that the justice system is repressive, and there is a fear of reprisals from armed actors in the territories. Another important factor is that a close and "efficient" parallel justice system has operated in these areas for some time. Nevertheless, the demand for the intervention in the rural areas has increased.

The peace process taking place in Havana and the disarmament pacts reached with the FARC have helped to reduce tensions and fears in regions such as Sur de Tolima and La Macarena at certain times during the past year. However, the rupture of the bilateral cease fire by the FARC (May 22) revived the fears with greater force because of the increase in armed actions and threats that followed, resulting in the postponement and suspension of several scheduled activities, and potentially causing the Project to lose credibility due to its inability to carry out the announced activities. The most affected areas were Tumaco, the mountain municipalities of Bajo Cauca, and some municipalities in La Macarena.

Maintaining trust in the institutions, especially in communities in which the justice system can be improved in the context of violence and much poverty, has been a day-to-day challenge. One way of confronting this challenge has been to maintain dialogues, to seek agreements for all of the activities that are scheduled and executed, and to plan collective monitoring activities which, although they have just begun to be profiled in a sustainable manner, will build greater trust among all those involved.

The electoral situation in the regions required the AJA to take great risks to ensure that some events were not affected by clientelism and that they received the necessary attention by public officials, since their priorities were focused on the issue of candidates. One of the activities that was blocked was the issuance of certificates of budget availability for the execution of justice projects registered with municipalities, as a result of which they were not executed.

However, the electoral situation also presented an opportunity for advancing the sustainability of the

Project and orienting the development of the public policies on territorial justice and the post-conflict era, for which discussions have already been held with most of the mayoral candidates, and in some cases with governors and municipal council candidates.

The 2015-2018 quadrennial planning of the UACT was an opportunity to promote the sustainability of the justice projects in the territories, since significant items were included for co-financing the activities of the LJsCs and the justice-related municipal development plans.

## **2.3. LESSONS LEARNED**

- Effective intervention in the Project's territories requires political will, capacity, knowledge, and appropriation on the part of the different local actors in order to develop trust and commitment in activities that are agreed to locally and that respond to specific problems that affect the implementation of justice.
- The existence of USAID operators in the same territory optimizes cooperation efforts, and requires coordination in order to prevent dispersion and confusion, and to generate a greater impact. Coordination is not easy, but it is important.
- It is necessary to recognize initiatives and ongoing processes in the regions in light of the Havana agreements, and to seek coordination with the Project's actions in order to avoid the problems generated by the centralism with which some decisions are made without regard to local contexts and interests.
- The intervention in rural areas is, perhaps, having the greatest impact, and it can generate added value for the Project with the treatment of issues such as the formalization of land ownership (a mobile justice brigade related to this issue was carried out in Ovejas in Montes de María, through an agreement with the USAID's Land and Rural Development Program). In such cases, partnerships with other USAID operators are necessary and timely.
- The participation of community organizations on the LJsCs is crucial for strengthening and sustaining the LJsCs, and especially for enabling them to have an impact in the rural territories.

# 3.0 COMPONENT ACTIVITIES

## 3.1 COMPONENT ONE – JUSTICE HOUSES AND ADR

### 3.1.1. SUMMARY OF ACTIVITIES AND PRINCIPAL ACHIEVEMENTS

#### 3.1.1.1. Promote greater access to justice at the community level by establishing and strengthening JHs

##### Completion of the public-private alliance proposal process

During FY2015, the MJL pursued the APP for building new JHs. Based on the Valfinanzas proposal, the MJL confirmed the public benefits of the APP mechanism. The MJL made two adjustments, modifying the JH model and changing the municipalities selected. These changes require that the new JH APP proposal go through each of the four phases of the APP process. To assist with this, the Department of National Planning (DNP) put the MJL in contact with Evensen Dodge International, an American company that provides technical assistance for government agencies with USAID support. Evensen Dodge provided the MJL a proposal in September 2015.

##### Supporting existing JHs via the JH exit strategy

As part of the JH exit strategy, the AJA developed a Justice House Development and Sustainability Index to measure progress in each JH in areas including institutional capacity and support for activities in their communities. Two measurements were completed in FY 2015 (February 2015 and July 2015) to add to the previous measurement from August 2014. Based on a “graduation” score of 61 points or more, ten of the 24 JHs (Villavicencio, Monteria, Pasto, Mocoa, Puerto Asís, Cauca, Santander de Quilichao, San Onofre, Puerto Tejada, and Anorí) have graduated. While several of these ten JHs are in the larger municipalities such as Pasto, Monteria, Villavicencio, Cauca, and Santander de Quilichao, there was also an exceptional JH in the small municipality of Anorí in Bajo Cauca Antioqueño. From this first reading, AJA recognized that the Toribío JH, immersed in an indigenous community context, could not be measured with the same variables as the other JHs.

AJA subsequently provided support to the 13 remaining JHs for activities related with 2015 municipal budgets, including mobile JHs to rural areas, technical assistance to promote the use of the National Justice House Program Information System (SICJWEB). Once AJA carried out a second measurement of the index, evaluating the developments during the second semester of 2015, four of these JHs (Tarazá, Tumaco, Zaragoza, and Caceres) reached the 61 points score and

graduated. Renewed AJA initiatives to strengthen the final nine JHs helped five of them (Ibague, Chaparral, Popayan, El Bagre, and Nechi) to graduate by the time the third index measurement was made in July 2015. Four JHs (Ortega, Ataco, Rioblanco, and Buenos Aires) did not reach the 61 points target. See **Annex C** for more information on the results from the Index measurements.

### **Design and support innovative and strategic interventions by JHs for the post-conflict period and ongoing peace geography efforts**

In the past year, AJA initiated several post-conflict projects (described below) with selected JHs, in cooperation with the Ministry for Post-Conflict, the UARIV, the National Center for Historical Memory (CNMH), and the Office of the High Commissioner for Peace.

### **Regional Workshop on the Role of the JHs in the Post-Conflict Period**

AJA led four regional workshops during FY2015 (in Caucasia for six JHs; in Santander de Quilichao for five JHs; in Chaparral for four JHs; and in Tumaco for one JH). The close cooperation received from the UARIV and the CNMH provided the JH staff first-hand information about developments in their respective regions. The impact evaluation of the previous contacts the JH staff had with these institutions and topics shows that, on average, some 78.5% had had no previous contact with the UARIV, 84.6% had had no previous contact with the CNMH, and 82.2% had had no previous training in post-conflict or peace building matters. Promoting awareness and knowledge about post-conflict and peace-building goals, as well as establishing relations with entities such as the UARIV and CNMH are necessary to ensure the JHs can articulate their services with post-conflict efforts and support the special programs created to assist, victims, demobilized combatants and communities participate.

During these workshops, the JHs have the opportunity to actively engage in and discuss actions centered on the victims of the armed conflict and in a post-conflict setting. To date the CNMH has offered orientation for the Ataco JH to carry out a historical memory strengthening exercise with the municipal Trees for Memory project, and the UARIV is articulating a project with the MJL for an access to justice strategy for JHs and *Centros de Convivencia Ciudadana* to respond to victims of the armed conflict.

### **Activities which Emphasized Child Victim's Rights in Sur del Tolima**

In February 2015, the AJA signed a sub-contract with the *Corporación Día de la Niñez* to provide attention to child victims of violence in Rioblanco, specifically as a result of the armed conflict, criminal conduct, and family violence. In Chaparral, *Corporación Día de la Niñez* will carry out a similar project, working with children in a new housing development for victims of the armed conflict. The projects have been well received by both municipal mayors.

In Rioblanco the *Comisaría de Familia* of the Rioblanco JH, UARIV and National Program for the Elimination of Extreme Poverty (ANSPE) selected 50 children to be the principal beneficiaries. Ten of these children have received special attention for violent situations that require additional institutional follow-up. The *Comisaría de Familia* began working on the case of an eight year-old girl, who reportedly was sexually abused by her uncle, and is coordinating with the Public Prosecutor's office. AJA has open communication with municipal authorities such as the JH, Municipal Committee for Social Policy, and the Children and Infants Working Group.

In Chaparral, the play-therapy activities were conducted with 200 children (61 from the free housing Project "Santa Helena", 25 from neighboring Santofimio, and 114 from displaced families in neighboring Carmenza Rocha). More children were able to benefit from these activities as compared to activities in Rioblanco for two reasons: 1) The play-therapy center is itinerant and able to reach more children than the fixed location play-therapy center in Rioblanco and 2) the population in Chaparral is eight times that of Rioblanco. These events in Chaparral saw very high levels of participation by the children; a psychologist visited an increasing number of persons in Santa Helena as part of the activity's attention to families. Five children have been identified in Santa Helena as worthy of close follow-up as they appear to be in a vulnerable situation. Two complex cases have been identified and will be referred to the *Comisaría de Familia* and/or *Instituto Colombiano de Bienestar Familiar*. The play group team has a close working relation with the Chaparral JH and with the Community Action Board (JAC) leaders in Santa Helena. The Project participates in inter-institutional settings such as the Municipal Committee for Social Policy, COMPOS, the Children and Infants Working Group, and the municipal *Casa Lúdica*. The UARIV has identified a total of 17 *ludotecas* (play-therapy centers for children) as potential recipients of the play group experience for working with child victims.

### **Improving the system of National Program for Justice Houses (NPJH) indicators, data collection and integrated databases**

AJA began its support for the implementation of the JH web-based information system (SICJWEB) in 2013; at that time, six of the 24 selected JHs were using the system to register the requests they received. By the end of July, 2015, when the AJA support had finished and the AJA technical expert had been incorporated into the MJL personnel, 16 of the 24 selected JHs had the SICJWEB operating in a stable manner. Five JHs have not been willing or able to utilize the SICJWEB due to hardware failures, connectivity problems or the lack of a dedicated person in the Reception and Information Center.

In 2013, the MJL did not produce any periodic reports with data from the SICJWEB. With AJA support in 2014, the MJL provided Annual Reports to 14 of the 24 selected JHs. The MJL then produced 28 additional JH Annual Reports. Nineteen of the 24 selected JHs received reports produced with SICJ data covering the first semester of 2015 (see **Annex D**).

### **Increasing coverage of JHs outside urban areas**

During the annual reporting period the AJA supported 30 mobile JHs; one in Montes de Maria, one in Cordoba, four in Tumaco, four in Sur de Tolima, seven in Norte de Cauca, and 13 in Bajo Cauca Antioqueño. In total, 3,093 persons were assisted through these mobile JHs, of which 70% were women. This is 12 more mobile JHs than in the previous year of AJA implementation.

### **Adoption of differentiated approaches in Justice Houses**

The AJA has designed a five-day course to provide training with a victimology focus to improve services offered to victims of domestic violence, sexual violence, and violent experiences in the context of the armed conflict. Special emphasis is given to child victims. The first three days of the five-day course in Chaparral worked with a group of 35-40 participants from five JHs including the *Comisaría de Familia*, public prosecutors in Chaparral, play-therapy group teams from Rioblanco and Chaparral, members of the Chaparral Women's Network, and the Coordinator of the *Mesa de Víctimas* in Chaparral. The participants received orientation for dealing with children involved in such cases of violence, and instruction in techniques to improve their handling of these cases. The course is also a personal experience where the participants provide information about themselves, their opinions and their own emotions, as they are involved in such proceedings. The course also provides professional guidance for dealing with emotions and PTSD.

### **Legal Advice and Support for Free Housing Developments in Chaparral and Montería**

In agreement with ANSPE and the MJL, the AJA is supporting three related actions to strengthen the Chaparral JH in its response to the Santa Helena Housing Development and design a proposal for promoting peaceful coexistence and access to justice for the resident families. These activities include a simple study of unsatisfied legal needs, JH offers legal advice and support to respond to enquiries and cases, and the children and young people's play-therapy group integration. Other activities are coordinated with UARIV and ANSPE.

The AJA consultant working with the Chaparral JH has represented the Project in the Departmental and Municipal Housing Committees. At an initial community meeting and presentation of the Project, the Chaparral JH and the *Corporación Día de la Niñez* combined forces to organize a multi-institutional services fair in Santa Helena on September 17.

Preparations began this year in Montería for the AJA to provide training and support for the University of Sinú and the Montería JH in order to have them adjust their law clinic activities in two housing developments, Finzenu and La Gloria. These housing developments provide shelter for families that are victims of the armed conflict as well as families who have been displaced due to other natural risks. Originally planned for 2015, electoral campaigns have diverted attention from this activity and the JH will resume it in the next reporting period.

### **Strengthen NPJH operations and organization at the national level**

The AJA held several planning meetings to articulate activities with the Alternative Dispute Resolution Directorate of the Ministry of Justice and Law (DADR) and the NPJH. The technical assistance for DADR in order to strengthen the SICJWEB has been a success. The joint interest and participation in events where the JHs are addressing post-conflict challenges has also worked well. The MJL lead in the three JH pilot projects had AJA support in Chaparral and AJA is discussing activities in El Bagre. The MJL commitment to support ANSPE efforts in the free housing developments is another area where AJA is a partner with DADR in the design of an access to justice strategy. Finally the UARIV has asked AJA to be an ally in the design of JH actions to ensure access to justice options for victims of the armed conflict. AJA will coordinate with the regional UARIV to address common issues such as property and inheritance, neighborhood coexistence, and guardianship, for example.

As AJA advances with activities and finalizes products to be shared with an interinstitutional audience, joint workshops in Bogota were planned and executed. The first of these events to share the methodologies developed for understanding the local context in municipalities affected by the armed conflict took place on June 19. Although organized originally for the MJL, this event also included officers from the Ministry for Post-Conflict and from the Justice, Security, and Governance Directorate in DNP. The AJA, together with sub-contractors, FIP, and National University School for Community Justice (NUSCJ), made presentations about their specific contributions towards understanding the local context in municipalities in consolidation zones.

### **3.1.1.2. Promote greater access to justice at the community level by establishing and strengthening ADR mechanisms, outside of the context of JHs**

#### **Developing incentive schemes for equity conciliators**

The MJL decided that incentives are a factor which would help keep ECs active in their role and increase EC sustainability. The document that was drafted with NUSCJ proposing an incentive scheme for ECs has been reoriented by the DADR to present their proposed public policy on the subject. AJA will support a third discussion group with experts in equity conciliation once the DADR has finalized its proposal. In AJA's opinion, the MJL position against including local operational costs for ECs and instead offering training and potentially other national subsidy incentives will be insufficient to promote EC sustainability.

### **Increasing the sustainability of the National Program for Equity Conciliation (NPEC)**

The issue of lack of sustainability of ECs has been a key factor in USAID's reconsidering the scope of the AJA's activities to be focused on ECs in the selected regions during the annual reporting period. AJA documented the situation in various municipalities and has examined the DADR's proposed response. USAID's guidance on this seeks to link ECs closely to other community institutions, extending the NUSCJ's support network approach to urban and rural areas.

### **Establish adequate ADR impact measurement and monitoring mechanisms**

The advances in gathering information from ECs has had little success during year three.<sup>3</sup> The filing of conciliation agreements in JHs (that have ECs) has been the only reliable source of data. To date, 1,253 conciliation agreements have been filed in JHs. In year four improving municipal filing systems is a priority aimed to help consolidate information regarding ADR.

### **Training equity conciliators (ECs)**

#### **Municipal Support Networks for Equity Conciliation:**

The NUSCJ support network is a group of public institutions, professional organizations, civil society, universities, faith groups, indigenous community representatives, etc. who understand the purpose of equity conciliation and may nominate its members to be trained ECs. This helps create strong links between ECs and EC institutions. Members of the network support ECs in their work to achieve higher levels of sustainability. The NUSCJ support network approach was applied in the fourteen municipalities selected for refresher courses and complete MICE training. The municipal support network seminars brought local public entities and civil society organizations together in Bajo Cauca and Sur de Córdoba in November and December of 2014, and in Sur de Valle and Norte de Cauca in March and April of 2015. These seminars included the invitation to participating organizations to identify persons within their ranks who could be candidates for the EC training. Existing equity conciliators in Bajo Cauca and Santander de Quilichao also attended these seminars to make themselves known and to forge links with the organizations present. In this manner the support network initiative preceded the refresher and MICE training as a way of seeking greater local support and sustainability for ECs.

#### **Refresher courses for existing ECs:**

AJA SP NUSCJ conducted specific training sessions for strengthening existing ECs during November- December, 2014 in Bajo Cauca Antioqueño for six municipalities and 33 ECs and in March, 2015 in Santander de Quilichao for four ECs. AJA SP University of Ibagué carried out the

---

<sup>3</sup> Plans to advance the filing system for conciliation agreements with the JHs of Puerto Tejada and Popayán (with support from SENA) were suspended as AJA worked with USAID to better define EC activities.

refresher training in March, 2015, for ECs present in four municipalities in Sur de Tolima. All 67 current ECs were strengthened and their local activities were promoted. With USAID's approval the NUSCJ has the green light to move forward with the refresher course for ECs in Anorí.

#### Complete MICE Training for new ECs:

The NUSCJ began the complete certificate training in June, 2015, in eight municipalities: one in Bajo Cauca, Antioqueño, three in Sur de Cordoba, two in Sur de Valle, and two in Norte de Cauca. Some 297 students took part in the diploma program, of which 53.5% are women, and 40% are from rural areas. A total of 73% are candidates to become ECs, and the remaining students can become community mediators (see **Annex E**). The final sessions, held with the MJL, including the final exam for assessing knowledge acquired, were carried out in September 2015. AJA will receive the psychological testing results and final exam scores in October.

AJA SP CECAR is also completing the MICE process in four municipalities in Montes de Maria. Fifty appointed ECs are involved and they have received training in two sessions in March and July of 2015. CECAR is now focusing on promoting the EC operation and to this end, in May, 2015, it held a conciliation brigade in each municipality with the ECs. The communication strategy with entities in the Montes de Maria region has included a specific training interaction of four ECs with the *Centros de Desarrollo Comunitario* and a community-oriented, informative pamphlet.

With USAID's approval, the AJA instructed its SP University of Ibague to go ahead with the MICE training in Chaparral.

#### Increased ADR links with JHs

The dynamics of the relationship between JHs and ECs depends on a mutual convenience factor rather than an institutional commitment. Where JHs take an interest and welcome ECs there is generally a positive response. Rebuilding the relationship between the Popayan and Cauca JHs and local ECs has been an AJA priority. The local municipal EC representative is a resource that bridge gaps for ECs but this figure is also transitory and municipal authorities have to be continually lobbied to ensure permanence.

### **3.1.2. PRINCIPAL CHALLENGES, OPORTUNITIES AND LESSONS LEARNED**

Component 1 has now incorporated a post-conflict focus into the activities undertaken with JHs. This has led to AJA establishing relations with new counterpart institutions such as the Ministry for Post-Conflict, UARIV, CNMH, and the Office of the High Commissioner for Peace, and ANSPE. The evaluation of the four workshops examining the role of JHs in a post-conflict context show

how distant these topics were for most local justice operators. The impact on JH staff's interinstitutional relations is evident since on average 78.5% had no previous contact with the UARIV, 84.6% had no previous contact with the CNMH, and 82.2% had no previous training in post-conflict or peace building matters. The three main post-conflict projects<sup>4</sup> AJA has in execution will include 17 JHs. The AJA is concluding the EC training component undertaken to date in 23 municipalities. During the annual reporting period, 67 existing ECs took part in refresher courses, 50 appointed ECs participated in training aimed at beginning EC operation, and 297 students participated in the full certificate diploma program.

As actions with both JHs and ADR operators move more and more into rural areas, the mobility, security, and credibility challenges of access to justice options present significant challenges. Municipal resources are scarce in many of the small municipalities in consolidation zones, complementing and stretching these resources to meet the increasing needs of the post-conflict period requires GOC attention.

Anorí, the municipality with the smallest population of the 24 AJA selected JH municipalities, has an outstanding JH, confirmed by the first measurement of the JH Development and Sustainability Index. The JH building in Anorí was damaged by explosive devices in July 2015, and today the JH functions in the municipal *Casa de la Cultura*. The AJA will continue to support this JH as it seeks resources to rebuild its installations.

## **3.2 COMPONENT TWO – GENDER**

### **3.2.1. SUMMARY OF ACTIVITIES AND PRINCIPAL ACHIEVEMENTS**

The AJA maintained the three defined strategic action lines: support specific training activities with public officials and social actors; contribute to strategies that the institutions have considered key for coordination among State entities; and disseminate information about women's rights, especially the rights of women to live free of violence and to have effective judicial remedies in cases of GBV.

The AJA has achieved the following in this process: it has contributed to the knowledge of legal operators and social actors about the national and international legal framework for women's rights, and the jurisprudential sub-rules related to gender equity defined by the Colombian high courts; it has promoted the drafting of documents for the definition of a key instrument in the process of providing assistance to women victims of sexual violence in the context of the armed conflict; and

---

<sup>4</sup> The three main post-conflict projects include: 1) Four regional workshops on the role of JHs in a post-conflict period; 2) Play group activities for child victims of violence with JHs in Rioblanco and Chaparral; and 3) Strengthening the response to victims of the armed conflict by incorporating systems software in the San Onofre JH.

through dissemination strategies, it has promoted the open public discussion of GBV as a social problem.

In FY2015 limitations were placed on some of the activities developed by the Project. These limitations were verified through consulting processes promoted by the AJA, which led to the conclusion that, while these activities involved interesting initiatives, there were the problems related to medium and long-term sustainability, as well as the time and budgets required for carrying them out, which counseled a reappraisal. This was particularly the case with activities related to the observatory of gender-related judicial decisions and the network of women lawyers for providing legal assistance with a psychosocial focus to victims of GBV/SV, as discussed below.

This reappraisal has required the AJA to design new strategies in recent months, such as: (1) a learning and training process aimed at justice sector officials who participate on the LJC's, and a more specialized one aimed at prosecutors and judicial police, the officials in charge of the initial stages of criminal proceedings, using a methodology that transcends the model for imparting vertical knowledge, and promotes coordinated learning among public officials as peers; and (2) a set of grants to local and national social organizations for providing judicial representation and psychosocial assistance to victims of GBV/SV, so as to enable them to promote specific cases, identify barriers and lessons learned, and generate installed capacities in the regions for these kinds of cases in defense of the right to access to justice.

### **3.2.1.1. Assist CSJ in promoting gender equity within the judiciary and with users**

#### ***Providing assistance to the NGC and selected SGCs***

During this fiscal year, the AJA supported the NGC in organizing the Eleventh National Gender Conference of the Judicial Branch, held in Medellín from November 13 to 15, 2014. The conference provided an opportunity for judicial operators to discuss international standards and, especially, high court jurisprudential precedents in relation to gender equity, which should inform local judicial decisions.

#### ***Training judges in gender issues***

The AJA supported training activities for officials and other social actors, conducted by judicial branch institutions and the Project's strategic partners. Training was provided by the National Gender Commission in four regional sessions in Tumaco and Pasto, Nariño; and Santander de Quilichao, Cauca and Carmen de Bolívar, Bolívar, which had a total of 388 participants. These events provided information about international and jurisprudential standards to local judicial officials who are responsible for prosecuting GBV/SV cases.

Workshops were also conducted by partners: *Alianza de Género* (Gender Alliance) held legal clinics on GBV in Montes de María and Bajo Cauca; the University of Nariño held a workshop in Tumaco on the investigation of crimes against women and other vulnerable groups; and the University of Santo Tomás provided training to members of the LJs in three of the six municipalities in the La Macarena region. Both types of training contributed to the establishment of conditions under which legal debates on gender equity are informed by the applicable legal framework and judicial precedent, in accordance with human rights and constitutional standards.

The AJA also supported workshops, in partnership with *Colombia Diversa* and the CSJ, on the constitutional framework for the rights of same-sex couples, attended by 230 justice operators in Bogotá, Bucaramanga, Barranquilla, Medellín, and Cali.

### **Create and implement gender observatories**

During the first two quarters of this fiscal year, the AJA proceeded with the implementation of its strategy for a gender observatory, by reviewing the jurisprudence of the high courts. The AJA used the methodology of the CEJ in order to compile and evaluate judicial decisions. After advancing with the process, the President of the NGC stated that it involved work that was similar to activities being carried out by the universities, and suggested that the methodology not involve the grading of judges. Accordingly, the AJA decided to evaluate the efficiency and effectiveness of this strategy in order to determine with USAID whether it should be continued.

Although the consultant hired by the AJA for this purpose recognized the relevance of the strategy, he concluded that, considering the changes in the institutional context and the time and budget required to ensure that the observatory strategy would have an impact, the time remaining for the execution of the AJA project would not be sufficient. After consulting with USAID, the AJA suspended this activity on July 2, 2015.

With this change, the AJA plans to continue supporting the NGC of the Judicial Branch with specific actions that are coordinated with the Project's strategies, and that will be identified in consultation with USAID.

## **3.2.1.2. Support the implementation of an interinstitutional strategy to reduce impunity in GBV cases and increase civil society advocacy**

### **The AJA and AGO at the national level**

The Project supported different actions aimed at the institutional strengthening of the AGO by promoting the interinstitutional coordination necessary for responding to the GBV/SV situation. In this context:

- During the first quarter of 2015, the AJA sponsored an interinstitutional meeting of representatives of the AGO, NGC, the Colombian Family Welfare Institute, the National Unit for the Comprehensive Assistance and Reparation of Victims, the National Ombudsman's Office, the Institute of Legal Medicine and Forensic Sciences, and the MJL, which resulted in the signing of an interinstitutional letter of intention to continue the coordinated monitoring of actions taken to address sexual violence. The AJA will work to ensure that the institutions will take this letter of intention into account in supporting interinstitutional coordination in accordance with the 2016 work plan, as a formula for encouraging the coordinated monitoring.
- The Project supported the AGO by providing its new National Deputy Directorate of Attention to Victims and Users (SNAVU) with the tools necessary to define its strategic action plan. The Project signed a contract with Maximizar Equipo Consultor Ltda. for this purpose. However, Maximizar's intervention did not result in an action plan for the SNAVU, but instead was focused on providing that agency with the conceptual and methodological tools necessary to enable it to develop an action plan, a task that remained in the hands of the AGO.
- The AJA supported the AGO in complying with its legal mandate under Law 1448 of 2011, the Victims' Law, to establish a Protocol of Attention to Victims of Sexual Violence. During the last quarter of 2014 and the first quarter of 2015, the AJA, through its strategic partner *Sisma Mujer*, supported the drafting of a proposed protocol, which became an important input for the work that the AGO has been doing in recent months in drafting the final official text of the protocol. The AJA held discussions with the AGO to monitor this action, and is considering providing support for the implementation of this instrument.
- The AJA supported the AGO's Directorate of Public Policy in preparing a technical document on prioritization as an investigative strategy, based on the changes proposed by the Attorney General as director of the country's criminal policy. This document referred to the specific case of SV and the provisions of Order 009 of 2015 issued by the Colombian Constitutional Court in the context of the unconstitutional state of affairs regarding displacement and the differentiated impact on women of the violence. In the second quarter of 2015, the AJA supported this action by hiring a consultant, who delivered a report that has served as an input for the creation of an internal document by the AGO on this subject (See **Annex F** for the report).

Order 009 of 2015 of the Constitutional Court constitutes an important basis for promoting interinstitutional coordination in responding to sexual violence and other types of violence of which women are victims in the context of the armed conflict.

The AJA will support the Ministry of Justice, the Victims' Unit, and the AGO with consultancies to help them comply with Order's requirement regarding interinstitutional coordination. This will involve the adoption of guidelines to guarantee the rights of women victims of sexual violence and forced displacement in the context of the conflict, giving priority to the promotion of interinstitutional coordination within the administration of justice, the strengthening of the AGO, and the definition of criteria related to the rights of women in the context of transitional justice.

### **The AJA's local-level support to the AGO**

In terms of the local-level support to the AGO, the AJA supported the establishment and implementation of the CAPIV in Tumaco, inaugurated on April 10, 2015, which, as of September 15, had received 1358 complaints, of which 145 were related to GBV: seven for violent carnal access, two for rape of a child under 14, 11 for carnal access or a sexual act with someone unable to resist or a child under 14, 82 for domestic violence, and 43 for failure to pay child support. The Project plans to work with the AGO to support the establishment of a CAPIV in Chaparral and in Montelíbano, areas with a high incidence of GBV/SV cases.<sup>5</sup>

The AJA will also promote a peer-to-peer training strategy for prosecutors and judicial police in 14 of the municipalities of the AJA's intervention, which will involve the possibility of a relationship between processes for learning about and promoting attention to GBV/SV cases in these municipalities. It is expected that this action, which is designed to train officials who are involved in the initial phases of the criminal cases through the study of specific cases, will have a more concrete impact on access to justice by women in the target regions. In preparation for this action, the AJA is developing interdisciplinary workshops on GBV/SV in the same 14 municipalities and in the framework of the LJsCs. This is a comprehensive effort to respond to the needs proposed by members of the LJsCs, and to establish the basis for the progress of specific cases through the above-mentioned peer-to-peer learning. At the end of Stage 1 (interdisciplinary workshops) and in Stages 2 and 3 (peer-to-peer learning), the AJA will lead an effort to systematize the findings, lessons learned and barriers found, which will result in specific recommendations for the justice operators.

### **Creation and strengthening of a Network of Women GBV Advocates and of CSOs working on GBV issues**

During the second quarter of 2015, the AJA carried out a diagnosis to evaluate the possibility of creating a network of women lawyers to facilitate access to justice by victims of GBV in the regions of intervention. After analyzing the results of the diagnosis and, above all, considering the time necessary for conducting an exercise of this nature, the AJA, in agreement with USAID, decided that it would not be appropriate or advisable to continue with these efforts and, consequently, it suspended these activities in June 2015. In order to achieve the objective proposed and expected with the creation of the network, the AJA, together with USAID, decided that the project should

---

<sup>5</sup> The latest forensics report, which covers the period corresponding to the year 2014, reported that in the municipality of Chaparral 42 examinations were conducted for women and seven for men in response to alleged sexual assault. This represents a rate of 103.97 per 100,000, well above the average of the Tolima department which is 34.11 per 100,000 inhabitants. In the municipality of Montelíbano 45 women and four men were examined, representing a rate of 61.60 per 100,000 inhabitants. This is the highest rate throughout the Department of Córdoba during the reporting period, surpassing even Montería whose population density is higher and the Department's average rate of 29.75 per 100,000 inhabitants. Although underreporting is recognized in these figures, they are indicative of the level of incidence of these crimes in the mentioned municipalities.

take into account existing local organizations and networks that were identified in the aforementioned diagnosis, in order to promote their work in providing judicial representation to GBV victims, from a psychosocial perspective, through grants. The AJA has also provided support to national organizations that represent victims in SV cases in the context of the armed conflict in the Project's municipalities of intervention. Finally, the AJA has identified the need to provide technical legal and psychosocial assistance to local social organizations through national mentor organizations. This will be done through sub-grants or subcontracts, depending on the case. The next section contains a report on the progress made.

### **3.2.1.3. Promote educational activities to raise citizen awareness of the legal framework related to gender**

#### ***Providing grants to NGOs focused on women's issues***

In the process of promoting the actions described in the preceding section, the AJA issued an Annual Public Statement (APS) during the second half of 2015 for awarding grants to local organizations for providing assistance in cases involving victims of GBV/SV in the municipalities of intervention. During the third quarter of 2015, the AJA strengthened this strategy by conducting six informative workshops (one per region of intervention) on the proposed grants and their focus, with the participation of women's and social organizations and networks in the regions (see Annex G). The AJA is developing RFAs/RFTs for other grants and subcontracts, which will be published in October 2015.

#### ***Disseminating gender and GBV issues***

The Project engaged in different information dissemination actions, including the “*Sin Mi Puño con mi Letra*” [“Without my Fist and with My Handwriting”] campaign in Montes de María, Sur de Tolima and Northern Cauca. A “No Violence against Women” pact was signed by 11,840 men. Also, through the Gender Alliance, the AJA carried out the second phase of the dissemination actions related to women's right to a life free of violence, along with *Sisma Mujer* and *Iniciativa de Mujeres por la Paz* (IMP), which are members of the Alliance. Finally, through CECAR, another strategic partner, the Project supported the dissemination of information in the municipality of San Jacinto about the rights of women.

## **3.2.2. PRINCIPAL CHALLENGES AND OPPORTUNITIES**

The AJA's previous work experience, the lessons learned that are described in Section 3.2.3, and its knowledge of the regions and their actors are important factors that enable it to face the challenges posed by the implementation of the peer-to-peer training strategies and the provision of

legal/psychosocial assistance through grantee organizations. The work coordinated with the AGO and its University (CIJ) in the peer-to-peer training process presents an opportunity to achieve a greater impact on the actors involved in investigations of GBV/SV, as well as to promote the sustainability of the actions.

Given a weakened institutionality that has still not generated sufficient trust in the communities, it is a challenge for the peer-to-peer training to transcend the learning process and be reflected in the progress of specific, locally investigated cases, generating results that promote the credibility of institutional efforts to overcome impunity in GBV/SV cases. It is also a challenge to have the investigations take account of the context, recognize the reality of gender-based violence in each of the regions, and properly consider the differentiated manner in which the violence has had an impact on the lives of women and girls, more so in rural areas and amid the presence of armed actors.

The promotion of legal representation for, and the provision of psychosocial assistance to, victims of gender-based violence/sexual violence, through grants to organizations involved in local work and national organizations with experience in strategic litigation and psychosocial assistance, constitutes an opportunity to provide these organizations with experience in these approaches and specific actions, which have the potential to obtain access to justice for women in specific cases and to establish some local installed capacities.

The most important challenge in this context is that of ensuring that regions with weakened or incipient organizational processes, or that have been focused on other types of actions, such as dissemination and awareness-raising regarding women's rights, assisting women or supporting productive projects as a gender strategy for autonomy, can promote conditions for judicial representation, based in some measure on the level of specificity of the cases, and especially on the risks that these kinds of actions have implied, as the national experience has proven, for both women victims of violence and their companions, in cases of GBV/SV within and outside the dynamics of the armed conflict.

### **3.2.3. LESSONS LEARNED**

The Project has recognized that the actions with the judiciary are necessary and relevant. However, in seeking to make a direct impact in transforming the local management of cases, it is necessary to work with the institution in charge of investigations, the AGO, as it is in the early phases of the criminal process that it is imperative to create access for victims of GBV/SV.

Along these lines, it has been demonstrated that in order to generate and/or strengthen local capacities to provide legal and psychosocial assistance to victims of these kinds of violence, existing organizations should be considered. Also, after an examination of the elements of each context, women's and social organizations should be offered conditions to enable them to initiate these types

of actions, and to leave installed capacities to the extent possible, with the conviction that in the absence of a model of legal representation guaranteed by state institutions, the work of the organizations has been fundamental, and that it is essential that the lessons learned at a national level begin to reach local organizations that have an interest in becoming involved in legal actions aimed at promoting access to justice for women victims of GBV/SV.

## **3.3 COMPONENT THREE – JUSTICE REFORM**

### **3.3.1. SUMMARY OF ACTIVITIES AND PRINCIPAL ACHIEVEMENTS**

#### **3.3.1.1. Strengthened Land Restitution Courts and Land Restitution Tribunals**

##### ***Building an elite cadre of land restitution judges and magistrates***

The AJA is thus promoting a judicial culture in the land restitution jurisdiction based on motivation (incentives), trust, participation, the use of technology, teamwork, and interinstitutional coordination. In conjunction with the CSJ, AJA promoted a contest to recognize best practices in administrative management and interinstitutional coordination in the judicial phase of the land restitution (LR) process. The contest identified and promoted initiatives to enhance efficiency in this jurisdiction. The parameters of the contest and the evaluation criteria were discussed and established by the AJA in coordination with the CSJ. Twelve proposals were evaluated by the Committee (comprised of the CSJ, CEJ and AJA), on the basis of relevance, complexity, achievements, impact of results, sustainability, and the application of information and communication technologies. The winners were the internal practices submitted by Land Restitution Court 02 of Buga, and the itinerant court and Courts 01, 02 of Antioquia.<sup>6</sup> The winners will visit the courts of the State of Washington to make observations and to exchange experiences, which will enable them to improve the efficiency and effectiveness of the management of their offices.

The AJA completed the implementation of the pilot judicial management model in the offices in Cartagena and Carmen de Bolívar. A committee is monitoring the implementation of policies for the continuous improvement of the quality, coverage, and efficiency of justice services in the LR jurisdiction.

---

<sup>6</sup> The practice nominated by the Court of Buga involves use of a digital tool for the internal monitoring of decisions and compliance with issued orders. The practice nominated by the courts in Antioquia promote, along with the Land Restitution Subcommittee, mass assistance campaigns for land restitution applicants, with the presence of the entities responsible for complying with court orders, ensuring the comprehensive and effective re-establishment of the rights of victims of dispossession.

Implementing the management model generated changes in judicial practices to focus more on:

a) continuous, constructive dialogue between judges and magistrates and LR officials; b) decision-making in the shortest possible time; c) better defined policy and objectives; d) planning of activities; e) organization and standardization of documentation; f) standardization of procedures to improve the management of the judicial offices; g) management indicators for establishing goals and evaluating performance; h) agreements on minimum requirements for the admission of LR applications; i) inclusion of a differential approach in judicial decisions; j) a warning system for controlling deadlines and monitoring compliance with standards; and k) coordination channels that improve the inter-operability of the land restitution process at a regional level.

In coordination with the CSJ, the AJA designed and implemented a strategy for replicating the management model for LR judicial offices, which is gradually being implemented in the courts in Medellín, Cúcuta, Cali, Bogotá, Buga, Yopal, Santa Marta, Pasto, Valledupar, and Apartadó. During FY2015, replication workshops were attended by 110 justice operators and officials from these LR offices, who discussed, validated, and adopted strategies, a mission, and continuous improvement processes. Implementation of the model will conclude in third quarter of FY 2016. These processes include protocols for the safety of staff and offices, a guide on minimum requirements for individual and collective land restitution applications, a guide for the inclusion of a differential rights approach in judicial decisions, a zero-paper policy, and warning systems for controlling activities, deadlines, and decisions. The replicated model will improve the efficiency and quality of the justice services provided to victims of violent dispossession or land abandonment as a result of the armed conflict.

The AJA maintained continuous monitoring of the judicial phase of the land restitution process based on the findings and measurements of the OPRT implemented by the CEJ in relation to coverage, due process, the quality and effectiveness of judicial orders and decisions, and the simultaneous application of land-related regulations. A second monitoring report from December 2014 was shared with the Regional Technical Committees on Land Restitution, the National Thematic Committees of Land Restitution Judges, the academic sector, and institutions involved in the land restitution process. The main findings were as follows: i) The demand and the decisions: a) a 34% increase in applications filed with the Land Restitution Unit (URT); b) an 88% increase in the applications actually registered with the *Registro de Tierras Despojadas y Abandonadas Forzosamente*; c) an 83 % increase in the petitions filed; d) a 61% increase in decisions issued; and (e) an increase of more than 1500% in the petitions filed with a joinder of properties; ii) Effectiveness of the rulings: a) Increase in the average time between the filing of the petition and the ruling: proceedings with opposition, 45% (396 days), without opposition, 24% (226 days); b) continued restitution of state-owned lands and lands in park or forest reserve areas; and c) there is insufficient procedural joinder; iii) Quality of the rulings: a) the proceedings are frequently used for providing relief from liabilities or redrawing boundaries, rather than for land restitution; b) a jurisdictional body is needed to deal with frequent divergent interpretations; c) deficiencies in the description of the circumstances of time, place, and manner of the dispossession; and d) defects in the identification of property.

Regarding the progress made in these findings, the AJA considers the achievements as a result of the work with the National Thematic Committees of Land Restitution Judges, the OPRT, and the gradual implementation of the management model. These findings also point to areas of improvement, such as the increase in time between filing and obtaining a ruling. To address this issue in particular, the AJA will conduct an assessment to identify the bottlenecks, promote the appointment of new judges, and work with the URT to systemize cases in a more efficient manner. These activities will begin during the second quarter of FY 2016.

The AJA identified the main obstacles to the enforcement of land restitution decisions, through four regional studies (Antioquia, Tolima, Bolívar, and Meta) and in forums attended by academia, the National Ombudsman's Office, the Inspector General's Office, Geographic Institute Agustín Codazzi (IGAC), Colombian Institute for Rural Development (INCODER), Governor's Offices, UCT, URT, and LR Police, etc., in which they debated the findings and committed to following up on the recommendations for overcoming critical problems. The main obstacles include: 1) Multiple institutions tasked with enforcing the decisions; 2) Absence of a unified methodology for monitoring orders; 3) Lack of clarity in some of the orders issued by judges; and 4) Lack of follow-up and strict compliance with orders. To overcome these obstacles, AJA is supporting the design and implementation of a monitoring guide to encourage good practices and note failures in compliance. AJA will monitor the implementation of the guidance and its results.

### **Supporting land restitution courts' IT needs**

The AJA continued to support the National Thematic Committee on Technology in the design and pilot implementation of the project named "Zero Paper, Law 14148/2011, "Advancing toward Online Litigation". Around 110 operators in the LR jurisdiction in Medellín, Cúcuta, Cali, Buga, Bogotá, Yopal, Pasto, Santa Marta, Valledupar, and Apartadó participated in workshops that incorporated the zero-paper component for the implementation of this model. The attendees recognized the usefulness and impact of the implementation of "zero paper" in reducing procedural times, and in improving assistance to victim-claimants, interinstitutional coordination, and the flow of information during the judicial phase of the LR process.

In coordination with the Information Unit of the CSJ, the AJA supported the design and incorporation in the management model of a plan for the secure management of information in judicial proceedings. The members of the Committee on Technology were trained and are supporting the workshops for the replication of the model in land restitution courts and offices. Ensuring the secure and reliable management of the data and information recorded in the judicial phase of the land restitution process is a priority for the AJA.

### **Training land restitution judges**

The AJA supported in-person training sessions for land restitution magistrates, judges and officials on issues related to: Law 1448 and regulatory decrees (collective territories), the monitoring of orders, the efficient management of hearings, planning, the management and administration of judicial offices, and judicial independence (with the participation of judges from the U.S.), a differential approach to rights, electronic judicial processes, the incorporation of technology, and information security routes and measures. The judges and magistrates highlighted the contribution of a tool (abstract) suggested by the judges from the U.S. for the efficient monitoring of judicial orders, which will allow for the effective re-establishment of the rights of victims of land dispossession.

Throughout the year, the AJA supported the National Thematic Committee on Training in the preparation of a bimonthly informative bulletin, the design of training plans for the land restitution jurisdiction, and an interactive guide for the induction of new land restitution magistrates, judges, and employees. The latter is a virtual mechanism that will be supported by the AJA to ensure that new operators are trained in a quick and inexpensive manner.

### **Addressing corruption risks within land restitution courts**

The AJA performed a diagnosis of corruption risks in the different phases of the administrative and judicial land restitution processes, which produced the following findings: i) officials' fear of being removed and the risk of being pressured is generating a loss of autonomy and quality in decisions; ii) risk of loss, falsification or theft of information due to the precarious development of security schemes; iii) risk of personal security due to the management of sensitive information; iv) lack of reliable databases and an updated and coordinated information system; e) limitations on the development of social mapping, which restricts the knowledge that officials need for resolving oppositions and monitoring decisions; v) little or no social and legal sanctions for fraudulent actions; vi) lack of guarantees for the protection of petitioners; vii) interest and pressure from large interests (legal or illegal), armed actors, front men, and promoters of dispossession in the micro-targeting and judgment execution phases; viii) risks related to the summary evidence for proving the status of the victim; ix) difficulty in establishing reasons for the backlog in applications; x) limited information dissemination channels, which generates risks of fraud; and (xi) lack of interinstitutional coordination.

The AJA will share the risk map with the land restitution jurisdiction's National Thematic Committees and the URT, and will incorporate it in the judicial office management model. This will allow for the issuance of early warnings to prevent corruption and to establish effective measures that will ensure greater transparency in the processing of cases. During its next session, the interinstitutional committee will validate the risk map and outline actions to monitor the early warning cases.

### *Addressing security risks within land restitution courts*

During the annual reporting period, the AJA supported the design of a security plan to mitigate information management risks during land restitution proceedings, as an essential component of the management model that is being replicated in the jurisdiction's offices. The National Thematic Committee on Technology and the Informatics Unit of the Judicial Branch are implementing the plan, which includes: i) a risk matrix; ii) an assessment of assets; iii) the assignment of responsibilities; iv) an information policy and management manual; v) a security protocol; vi) records of presumption and agreements on confidentiality and co-responsibility; and vii) reports on recommendations and best practices. Seventy-nine judges, magistrates, and officials were trained on vulnerabilities, risks of loss, integrity, and availability of information.

### *Support to National LR Thematic Committees*

The AJA continued to provide technical and financial support for the operation of the National Land Restitution Thematic Committees (Technology, Training, Processes and Procedures, and Interinstitutional Coordination), with significant progress made in the adoption of guides on: i) minimum content of restitution applications; ii) minimum content of applications for the restitution of ethnic or collective territories; iii) inclusion of differential indigenous, ethnic, Afro-Colombian, and gender approaches in judicial decisions; iv) orders and post-judgment monitoring; v) collection of judicial files related to human rights and international humanitarian law for the National Center for Historical Memory, in order to fulfill the memory-related purposes of the State and to place them in public service; v) auxiliary judicial functions in restitution office systems; vi) roadmap on security risks; vii) procedural joinder; and viii) evidence. Details of this progress include the approval of several related activities such as follow-up visits to evaluate the implementation of guides, conduct workshops for the replication of management models, and the development of a virtual module to provide instruction on the tools for implementing the guides.

The AJA designed a matrix that was shared and discussed with members of the Interinstitutional Coordination and Processes and Procedures Committees, as a tool for identifying: the order number, measure adopted (restitution, rehabilitation, formalization, socioeconomic stabilization, administrative reparation, humanitarian aid, restructuring of loans and liabilities, satisfaction measures, prevention and non-repetition measures etc.), order issued, the entity or institution responsible for complying with and monitoring the order, and the period granted for compliance. This input was considered by the Judges' Committees and incorporated in the guide designed to overcome the deficiencies evidenced in the judgment and post-judgment phases. The matrix is a tool for the development of the above mentioned guide which is currently under review and will be implemented upon adoption in 2016.

In order to facilitate the transfer and sustainability of the Project's land restitution activities, the AJA supported the creation of Technical Secretariats for the Thematic LR Committees, and the

hiring of a consultant to support the CSJ in the restructuring of the Judicial Branch, promoting the creation of a division that will be in charge of the transitional justice that will provide continuity to the work of the Committees and the land restitution jurisdiction.

### **3.3.1.2. Support for continued implementation of the Criminal Procedure Code (CPC)**

#### ***Support to the Interinstitutional Commission for the Criminal Accusatory System (CISPA)***

With support from the CEJ, a national strategic partner, the AJA made progress in the development and structure of a report on the 10 years of the SPA, which will be presented in October 2015 to justice institutions and academia. The report includes advances, setbacks, problems and challenges, an analysis of the efficiency and effectiveness of the system, the fight against serious and organized crime, respect for guarantees, assistance for victims, citizen trust, the quality of decisions, legislative reforms of the system, the impact of decisions of the high courts, the role of the media, a budget report, the impact on institutions and a regional approach, among other issues. The report will be socialized, shared, and discussed in the LJsCs in the AJA's 29 municipalities of influence, and with academics, justice operators, and entities involved in the criminal justice process.

To ensure the transfer and sustainability of USAID's technical and financial efforts over the last 10 years in support of the implementation of the SPA in Colombia, the AJA signed a subcontract with the AGO's CIJ<sup>7</sup>, for: i) evaluating the institutions responsible for the administration of criminal justice based on a quantitative model of performance results; ii) revealing the practices of procedural actors that determine the effectiveness of criminal proceedings; iii) consolidating a database for monitoring the indicators evaluated; iv) promoting the active participation of the AGO in the CISPA; v) identifying the main obstacles to the effective and comprehensive implementation of the SPA; vi) supporting the AGO in the promotion and consolidation of regulatory reforms required for the effective and complete implementation of the SPA; vii) generating opportunities for discussion, analysis, and coordination between the CISPA and the LJsCs; and viii) strengthening the capacities of local justice operators and auxiliary personnel on 14 LJsCs to investigate sex crimes.

### **3.3.1.3 Promote local justice reform, to include court administration reform**

#### ***Strengthening local justice systems***

The AJA, with support from its national strategic partner FIP, completed the process of drafting reports on barriers to access to justice in the Project's regions of influence, with the consolidation of diagnoses of the Montes de María and La Macarena regions. The AJA shared the findings and

---

<sup>7</sup> Given the possibility that the CIJ will lose funding for its operations in 2016, the AJA is planning to close out the subcontract with CIJ by the end of the 2015 calendar year. No activities will follow this action per USAID's instructions.

recommendations of these diagnoses with the LJsCs and Advisory Boards, so that they could be taken into account in the action plans and used to overcome these barriers. The AJA also moved ahead with the preparation of a publication that contains a cross-cutting diagnosis of barriers of access to justice, a report defining local justice-related policies, and a report on the operation and main achievements of the LJsCs. In addition, the AJA planned six regional forums on local justice, rurality and the post-conflict era (preceded by local roundtables with justice operators, civil society organizations, and local administrations, etc.).

The AJA has provided technical and financial support to a total of 29 LJsCs through the initiatives prioritized in their action plans, such as: a diploma course on the administration of justice and a territorial approach (LJC of Tumaco); training on public policies, differential approaches, rurality, and the quality of local justice services (Sur de Tolima); in-depth analysis of gender-based violence and a differential indigenous approach (Sur de Córdoba); the development and application of coordination protocols between the ordinary and indigenous justice systems (Sur de Tolima, Bajo Cauca, Sur de Córdoba); inclusion of the component on traditional justice systems of Afro-Colombian communities (RECOMPAS in Tumaco); development of training exercises for police regarding investigation standards (La Macarena, Uribe, San Juan de Arama, Vista Hermosa); and a workshop on the incorporation of the indigenous justice system into local justice operation (LJC in Montes de María).

The AJA established as a priority in the LJsCs' action plans support to enable them to address gender-based violence in an interdisciplinary manner, given the high rates of impunity and under-reporting. Pursuant to the MOU between USAID-AGO and the CIJ, and through a subcontract entered into with the CIJ, workshops were planned with the support of the AGO and the Institution of Legal Medicine and Forensic Sciences to discuss and define the following with the agencies involved in addressing this type of violence: routes of attention (**Annex H**), protocols in the routes of attention (**Annex I**), applicable law (within and outside the context of the armed conflict), forensic medical and psychological assessments, field research, the management of evidence, and support for the prosecution of cases.

During the year two workshops were held with the participation of approximately 80 justice operators (judges, prosecutors, victims' representatives, family commissioners), auxiliary personnel (psychologists, doctors, social workers), judicial police (*Cuerpo Técnico de Investigación and the Seccional de Investigación Criminal de la Policía Nacional*), municipal solicitors, inspectors, local magistrates, and indigenous authorities who participate on the LJsCs in Chaparral, Rioblanco, Montelíbano, San José de Uré, and Puerto Libertador. The results will be measured through a tool developed by the CIJ, and this strategy will be complemented with a second phase of assistance and the monitoring of emblematic cases through peer-to-peer training (prosecutors, investigators, and experts), seeking to reduce the rate of impunity of these crimes.

The AJA applied instruments to measure the perception of LJC members of their committees' operations, and it formulated a strategy for the committees' sustainability, which was shared, discussed and validated with USAID, based on: a) the empowerment of the LJC's and their appropriation by the institutions; b) identification of funding sources (mayor's offices, governor's offices, the UCT and other cooperation agencies; and c) the need for a local technical secretariat for each justice committee. The regional teams and strategic partners of the AJA made progress this year in the formalization of the LJC's through decrees or agreements in the different regions of Project intervention, and held meetings with mayoral candidates in order to encourage them to include justice issues in their government platforms.

The AJA continued to support the LJC's in order to improve the coverage of justice services in the rural sector through various activities including: virtual legal clinics with a gender focus in Tumaco (as of September 30, 2015 the Tumaco virtual legal clinic's web page received 2,101 visits, 1,207 of which were specific legal inquiries that were addressed); the implementation of a strategy for promoting and disseminating information about the clinics' services through educational activities, digital kiosks, and radio spots, among other means; 101 mobile justice brigades; and the implementation of virtual legal clinics, radio legal clinics, and campaigns for the promotion of rights in the community.

*Improving court administration in Colombia Strategic Development Initiative municipalities*

The AJA successfully completed the implementation of the Quality Management System in judicial offices in the land restitution jurisdiction and ordinary courts in the municipality of Carmen de Bolívar, Cartagena and the Judicial Circuit of Chaparral.

These judicial offices are currently operating under the highest standards of quality, efficiency and service, based on indicators, the planning of activities, procedures, goals, documentation, a differential rights approach (quality of judicial decisions), control of and warnings for deadlines, and performance evaluations, etc.

### **3.3.2. PRINCIPAL CHALLENGES AND OPORTUNITIES**

<b>ACTIVITIES</b>	<b>CHALLENGES</b>	<b>OPPORTUNITIES</b>
<b>Support for the land restitution jurisdiction</b>	<ul style="list-style-type: none"> <li>-The URT's lack of commitment to adopt agreements and protocols with the judiciary.</li> <li>-The lack of sufficient coordination between the AJA and USAID's Land and Rural Development Program.</li> <li>-The large number of institutions involved in the LR process.</li> <li>-Security in the territory and demining have</li> </ul>	<ul style="list-style-type: none"> <li>-The consolidation of the National Thematic Committees of the land restitution jurisdiction.</li> <li>-Progress in instilling a culture of change among officials, judges, and magistrates as a result of the implementation of the management model.</li> </ul>

ACTIVITIES	CHALLENGES	OPPORTUNITIES
	<p>become factors that have significantly delayed micro-targeting processes and, therefore, have reduced the number of petitions submitted to land restitution judges.</p> <p>-Consolidate a sustainability strategy based on reforming the structure of the judicial branch.</p>	
<p><b>Support for the continuity of the implementation of the Criminal Accusatory System</b></p>	<p>Generate channels of communication between the CISP and the LJs in order to incorporate local requirements in criminal justice matters.</p>	<p>The signing of the MOU between USAID, the AGO and the CIJ for coordinating actions to improve the criminal justice system, monitoring it and adopting strategies for reducing impunity.</p>
<p><b>Support for local justice systems and Local Justice Committees</b></p>	<ul style="list-style-type: none"> <li>-Consolidate the process for formalizing the LJs.</li> <li>-Financial management of LJ initiatives with official resources.</li> <li>-Inclusion of local justice policies in local and regional development plans.</li> <li>-Strengthen regional Advisory Boards or Committees.</li> <li>-Designation of technical secretariats for the LJs, assigned to either local Government Secretariats or UACT liaisons.</li> <li>-Coordinated work with the UACT and MJL for the incorporation of the Local Justice System in the “Ten-Year Justice Program”.</li> </ul>	<ul style="list-style-type: none"> <li>-Ongoing coordination with the UACT at a regional and local level through the municipal liaisons, and inclusion of territorial justice activities in the UACT’s action plans.</li> <li>-Recognition of the importance of including a local justice component in the government platforms of mayoral candidates.</li> <li>-The significant advances in the peace and reconciliation process.</li> </ul>

### **3.3.3. LESSONS LEARNED**

- The tensions that exist between operators in the administrative and judicial phases of the land restitution process are affecting the efficiency and effectiveness of the justice services in this area.
- Security in the territory and demining have become factors that have significantly delayed the micro-targeting processes and, therefore, have reduced the number of petitions filed with land restitution judges.
- It is necessary to strengthen regional interinstitutional agencies that involve actors who are participating in the land restitution process.
- Changes in local justice systems are based on the recognition of practices in the territories and coordinated work among the operators, beyond national public policies.
- The agendas of national justice institutions are impeding the implementation of territorial initiatives.
- The generation of national opportunities and channels of communication and coordination with regional agencies favors the implementation of local justice system models.
- It is essential to establish a strategy of rurality that ensures the consistency of justice-related interventions in the territories and involves community and civil society organizations.
- The inclusion of a differential approach (gender and ethnic) in the agendas of local justice agencies transcends the limited progress that could be made in this area by entities at a national level.
- The intensity or de-escalation of the armed conflict in some regions is a factor that affects the implementation of the Project's actions.

# 4.0 COMMUNICATIONS

## 4.1. SUMMARY OF ACTIVITIES AND PRINCIPAL ACHIEVEMENTS

In FY2015 efforts were focused on strengthening communications for development in conjunction with AJA's partners that resulted in communities better informed about justice mechanisms.

As a result of the workshops on legal education given to more than 100 journalists, some of them promoted women's rights and contributed to improve local knowledge of justice mechanisms. More specific, the Family Commissioner's communications officer in Cauca, Bajo Cauca, currently promotes rights of women in a weekly thirty-minute radio program that reaches seven municipalities, and a community network of journalists in Montes de María broadcast a two-hour radio program about the rights of women. The program is currently airs on a monthly basis.

Urban and rural communities of the AJA's regions were sensitized and learned more about women's rights through various initiatives, including the "Without my fist but with my handwriting" campaign where 11,840 men signed a non-violence pact against women.

The AJA contributed to raising awareness in communities of the roles played by LJs and JHs by supporting the production and distribution of access to justice routes with flyers, articles about their activities released locally through *Justicia al Día*, maps, booklets, good practices reports, and fact sheets on the LJC and mobile justice brigades. Furthermore, AJA worked with LJs and JHs to develop campaigns in Sur de Córdoba and Northern Cauca to promote social justice initiatives in these regions. These activities, in conjunction with USAID's Human Rights Program, *Colombia Responde*, and other organizations including UN, UACT, *Fundación Plan*, and ACNUR.

During the year, the AJA offered workshops for LJs and JHs, along with civil society organizations, community reporters, and strategic partners, to strengthen their external communications skills. The workshops focused on how to design institutional portfolios, marketing, and partnerships building strategies. As a result of the two workshops given in FY2015, four local organizations are designing their marketing strategies with support from the AJA communications team.

Rural communities in regions of AJA intervention will be better informed about justice mechanisms as a result of the communication strategies of the seven virtual legal clinics (VLCs), which the AJA developed with strategic partners. The overall strategy for the VLCs integrates the Ministry of IT, UACT, and the MJL. As a result of the support provided to the Tumaco's VLC for women, visits to the VLC's website increased from 416 in January 2015 to 2,101 as of September 2015 (including 1,207 online legal inquiries with responses).

In communications for institutional empowerment, AJA supported the NGC by designing and disseminating strategies for working with gender-related issues to magistrates of the Colombian Constitutional Court. Four thousand virtual and hard-copy documents were produced. The AJA developed two other publications during year three: one provides information on barriers to justice in the AJA's regions of intervention (300 copies), and a publication that summarizes the 10 years of application of the Criminal Accusatory System in Colombia (1000 copies).

During the year, AJA worked to inform public opinion by producing and distributing to stakeholders and communities the six national and three regional editions of the *Justicia al Día* bulletin and the case studies on the LR zero paper policy and successful coordination between ordinary and indigenous justice systems. AJA also promoted its website which contains information on Project activities, increasing visits from 214 to 713 over the year.

## **4.2. PRINCIPAL CHALLENGES AND OPPORTUNITIES**

Connectivity and digital literacy in communities of rural areas are major challenges that require time and resources to be overcome. Therefore, efforts have been focused on partnering with Ministry of Information Technology to use their digital kiosks located in rural areas to bridge this gap. In the long-term, it is vital to have the strategic partners continuing such efforts to make the VLCs sustainable.

High levels of impunity keep communities from believing in the justice system in Colombia. According to our experience, unfortunately some journalists are pessimistic and believe this situation is not going to change, which causes some resistance to reporting on access to justice mechanism. The challenge is to continue working with journalists to make them part of the solution. Cultural stereotypes also pose challenges, especially when discussing gender issues. Therefore, continuity in the training and sensitization process is vital to changing mindsets and achieve progress.

Associations of community reporters are an opportunity to spread and disseminate information to urban and rural communities on how to better access justice mechanisms. The challenge is to accompany them with more than just one workshop that contributes to improved their of the justice system and, therefore, disseminate news more accurately.

Additionally, these community groups and others with whom the AJA works (LJCs, JHs, civil society organizations, strategic partners, etc.) lack skills on how to offer their services and better interact with communities. This challenge becomes an opportunity to coach them on the design and implementation of marketing strategies that fill out this need and contribute to give to victims, citizens, and communities better information and services.

### **4.3. LESSONS LEARNED**

Associations of community reporters, strategic partners, civil society organizations, community action boards, etc. play a vital role in disseminating information about justice and how to access it. Based on this, the AJA communications team has focused efforts and will continue doing so, in strengthening the capacity of LJC's, JHs, and justice operators to inform and educate communities on access to justice mechanisms.

## MOBILE JUSTICE ACTIVITIES

Mobile Justice Activities			
Region	Municipalities	Geographic area	Number of people or requests for legal assistance services
<b>Legal Clinic Brigades</b>			
Bajo Cauca	Anorí	<i>Casco urbano</i>	14
		<i>Vereda el Roble</i>	17
	Briceño	<i>Casco urbano (3)</i>	60
	Cáceres	<i>Casco urbano (2)</i>	23
	Caucasia	<i>Casco urbano (2)</i>	60
	El Bagre	<i>Casco urbano (2)</i>	23
	Ituango	<i>Casco urbano (2)</i>	27
	Nechí	<i>Casco urbano (2)</i>	28
	Tarazá	<i>Casco urbano (2)</i>	50
	Valdivia	<i>Casco urbano (2)</i>	52
Zaragoza	<i>Casco urbano (2)</i>	31	
La Macarena	Puerto Rico	<i>Casco urbano</i>	27
	Vista Hermosa	<i>Correg. San Rafael</i>	7
Montes de Maria	El Carmen de Bolívar	<i>Correg. Caracolí</i>	71
		<i>Correg. El Hobo</i>	115
	Ovejas	<i>Correg. Pijiguay</i>	81
		<i>Correg. Don Gabriel</i>	82
	San Jacinto	<i>Correg. El Paraíso</i>	91
Sur de Córdoba	Montelíbano	<i>Correg. San Francisco del Rayo</i>	20
	Montería	<i>Correg. Jaraquiel</i>	26
		<i>Casco urbano</i>	19
		<i>Correg. Juan José</i>	29
	Puerto Libertador	<i>Correg. Río Verde</i>	32
		<i>Casco urbano</i>	69
San José de Uré	<i>Casco urbano</i>	435	
Sur de Tolima	Ataco	<i>Correg. Santiago Pérez</i>	18
		<i>Vereda Paujil</i>	30
	Chaparral	<i>Casco urbano</i>	48
		<i>Correg. El Limón</i>	28
		<i>Vereda Arco Iris- Dos Aguas</i>	24
	Planadas	<i>Casco urbano</i>	21
	Rioblanco	<i>Correg. Puerto Saldaña</i>	65
<b>Total</b>		<b>42 Legal Clinic Brigades</b>	<b>1,723</b>
<b>Mobile Justice Houses</b>			
Bajo Cauca	Anorí	<i>Vereda El Roble</i>	60
	Cáceres	<i>Correg. Puerto Bélgica</i>	148

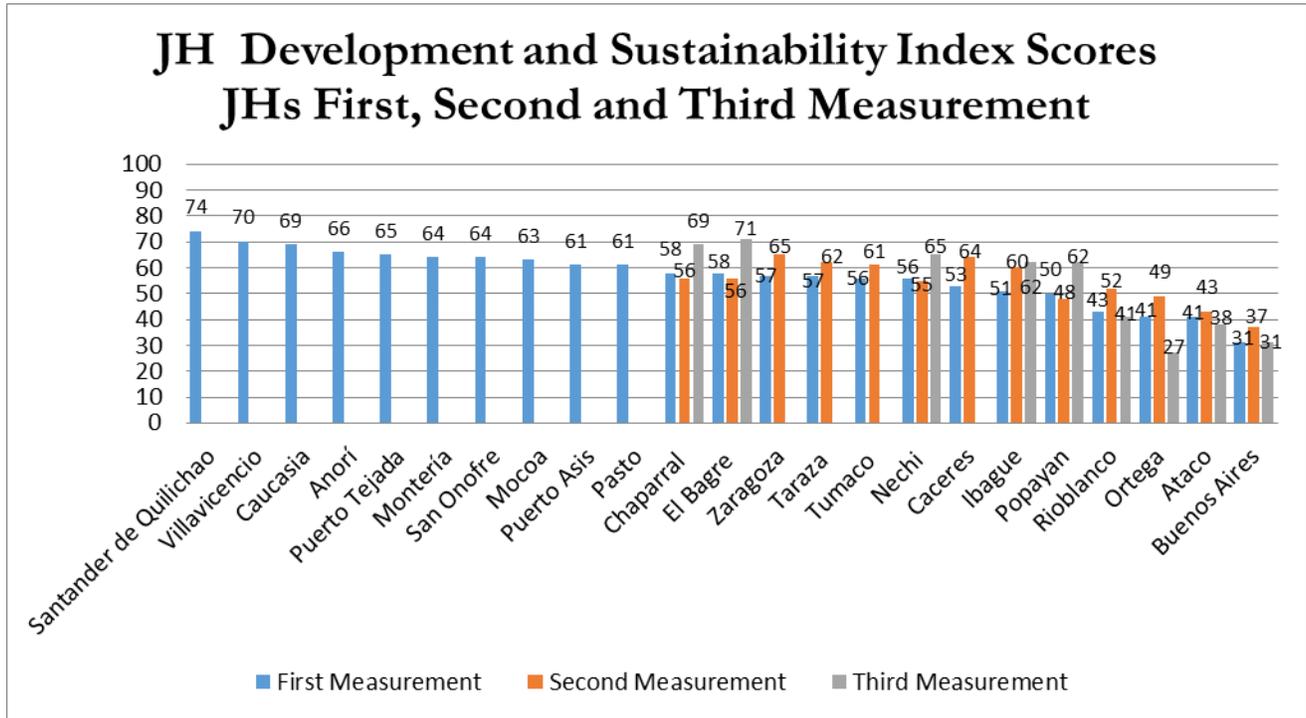
<b>Mobile Justice Activities</b>			
<b>Region</b>	<b>Municipalities</b>	<b>Geographic area</b>	<b>Number of people or requests for legal assistance services</b>
		<i>Vereda Rio Man</i>	143
		<i>Correg. Guarumo</i>	147
	Caucasia	<i>Vereda Quebradona</i>	76
		<i>Casco Urbano</i>	34
	Nechí	<i>Correg. Las Conchas</i>	11
		<i>Correg. Colorado</i>	63
<b>Bajo Cauca</b>	Tarazá	<i>Correg. La Caucana</i>	194
		<i>Correg. El Doce</i>	107
		<i>Correg. Barro Blanco</i>	86
	Zaragoza	<i>Vereda La Porquera</i>	65
		<i>Vereda El Saltillo</i>	79
	<b>Montes de María</b>	San Onofre	<i>Correg. El Rincón del Mar</i>
<b>Sur de Córdoba</b>	Montería	<i>Correg. Las Palomas</i>	124
<b>Sur de Tolima</b>	Ataco	<i>Vereda Polecito</i>	135
		<i>Correg. Santiago Pérez</i>	55
	Ibagué	<i>Correg. El Totumo</i>	128
		<i>Correg. San Bernardo</i>	62
<b>Tumaco</b>	Tumaco	<i>Correg. La Espriella</i>	127
		<i>Correg. Guayacana</i>	202
		<i>Correg. Lorente</i>	317
		<i>Correg. Candelilla</i>	221
<b>Cauca</b>	Buenos Aires	<i>Correg. Mazamorrero</i>	64
	Popayan	<i>Casco urbano (2)</i>	102
		<i>Correg. La Rejona</i>	87
	Puerto Tejada	<i>Casco urbano (2)</i>	71
Santander de Quilichao	<i>Vereda Lomitas</i>	29	
<b>Total</b>		<b>30 Mobile Justice Houses</b>	<b>3,093</b>
<b>Mobile Justice Brigades of LJC</b>			
<b>Bajo Cauca</b>	Briceno	<i>Casco urbano</i>	122
		<i>Vereda Pueblo Nuevo</i>	89
	Cáceres	<i>Correg. Jardín</i>	27
	Ituango	<i>Correg. Quebrada del Medio</i>	302
		<i>Vereda El Cedral</i>	300
Valdivia	<i>Correg. Puerto Valdivia</i>	23	
<b>La Macarena</b>	Uribe	<i>Inspección La Julia</i>	20
	Puerto Rico	<i>Correg. San Rafael</i>	66
		<i>Vereda Puerto Chispas</i>	38
		<i>Vereda El Triunfo</i>	34
<b>Montes de María</b>	El Carmen de Bolívar	<i>Correg. Macayepos</i>	96
	Ovejas	<i>Correg. El Palmar</i>	314
<b>Sur de Córdoba</b>	Montelíbano	<i>Correg. Tierra Adentro</i>	482
		<i>Correg. San Francisco del Rayo</i>	182
	Puerto Libertador	<i>Casco urbano</i>	143
		<i>Correg. Juan José (2)</i>	297
		<i>Correg. Río Verde</i>	110

<b>Mobile Justice Activities</b>			
<b>Region</b>	<b>Municipalities</b>	<b>Geographic area</b>	<b>Number of people or requests for legal assistance services</b>
	San José de Uré	<i>Casco urbano</i>	182
	San José de Uré	<i>Correg. Versailles</i>	73
	Tierralta	<i>Correg. Santafe de Ralito</i>	93
		<i>Correg. Batata</i>	39
	Ataco	<i>Correg. Santiago Pérez (2)</i>	383
		<i>Correg. Campo Hermoso</i>	115
		<i>Vereda Paujil</i>	33
	Chaparral	<i>Correg. El Limón</i>	105
	Planadas	<i>Casco urbano</i>	18
	Rioblanco	<i>Correg. Puerto Saldaña</i>	92
	<b>Total</b>	<b>29 Mobil Justice Brigades of LJC*</b>	<b>3,778</b>
*Algunas de las brigadas de CLJ son acompañadas por estudiantes de consultorios jurídicos y se reportan de manera independiente.			
<b>GBV Virtual Legal Clinic assistance</b>			
<b>Tumaco</b>	Tumaco		1,207
<b>Overall total</b>		<b>101 Mobil Justice Activities (presenciales)</b>	<b>9,801</b>

## PLANNED VIRTUAL LEGAL CLINICS

Región	Municipios seleccionados	Kioscos Vive Digital
<b>Montes de María</b>	El Carmen de Bolívar San Onofre San Jacinto Ovejas	<b>El Carmen de Bolívar:</b> El Hobo, Bajo Grande, Santa Lucía, Caracolí, Caracolicito, Raizal) <b>San Jacinto:</b> Paraíso y San Cristóbal <b>Ovejas:</b> San Rafael, La Peña, Flor del Monte, Canutal, Pijiguay, Don Gabriel
<b>Bajo Cauca</b>	Anorí Briceño Cáceres Caucasia El Bagre Ituango Nechí Tarazá Valdivia Zaragoza	<b>Anorí:</b> C.E.R. Chagualo abajo <b>Cáceres:</b> I.E. Gaspar de rodas, I.E. Piamonte, I.E. Puente Río Man, C.E.R. La Jagua <b>Caucasia:</b> I.E. Margento, I.E. R. Caceri, C.E.R. Santa Rosita <b>El Bagre:</b> (I.E. R. Puerto Claver, C.E.R. Los Aguacates <b>Ituango:</b> (C.E.R. El Río, José Acevedo y Gómez, San Juanillo, El Aro, Guayaquil, San José, Fátima) <b>Nechí:</b> I.E. Colorado, I.E. Jorge Eliécer Gaitán <b>Valdivia:</b> C.E.R. La Barca Cautiva
<b>Sur de Córdoba</b>	Montelíbano Puerto Libertador Tierralta San José de Uré Valencia	<b>San José de Uré:</b> Vereda Bien Abajo, Brazo Izquierdo y Versalles <b>Puerto Libertador:</b> Vereda Juan José, Ricas
<b>La Macarena</b>	Puerto Rico Mesetas Vistahermosa Uribe San Juan de Arama	
<b>Sur del Tolima</b>	Ataco Chaparral Rioblanco Planadas	<b>Ataco:</b> Monte Loro, Santiago Pérez, Pomarroso, San José, Casa de Zinc, Polecito, Balsillas, Paujin, El Cóndor, Campo Hermoso, Casa Verde, Mesa de Pole <b>Chaparral:</b> La Medalla Milagrosa, Milagrosa Urbano Biblioteca, Nuestra Señora del Rosario, Álvaro Molina - San José de las Hermosas, Agrícola Camacho Angarita, Manuel Murillo Toro, La Risalda <b>Rioblanco:</b> Corregimiento la Herrera, Puerto Saldaña, Las Juntas, Resguardo Indígena Las Mercedes
<b>Tumaco</b>	Tumaco	Corregimientos Espriella y Llorente
<i>C.E.R.: Centro Educativo Rural</i> <i>I.E.: Institución Educativa</i>		

## JH DEVELOPMENT AND SUSTAINABILITY INDEX SCORES



---

**SICJWEB JUSTICE HOUSE REPORTS**

<b>SICJWEB Justice House Reports Produced By Year</b>				
<b>Year</b>	<b>MJL Quarterly Bulletin</b>	<b>AJA Six-monthly Reports</b>	<b>AJA Annual Reports</b>	<b>MJL Annual Reports</b>
2013	0	0	0	0
2014	4	18	14	28
2015 (as of September 30)	1	19	NA	NA

## TOTAL PARTICIPANTS EQUITY CONCILIATION TRAINING 21 AUGUST, 2015

	Number of Students	Type of Student		Sex		Location	
		Conciliator candidates	Mediator candidates	Male	Female	Urban	Rural
<b>Caloto</b>	42	33	9	21	21	12	30
<b>Caucasia</b>	46	37	9	20	26	34	12
<b>Florida</b>	30	22	8	16	14	21	9
<b>Miranda</b>	46	27	19	14	32	26	20
<b>Montelíbano</b>	34	25	9	13	21	27	7
<b>Pradera</b>	36	25	11	16	20	24	12
<b>Puerto Libertador</b>	38	31	7	25	13	19	19
<b>San José de Uré</b>	25	16	9	13	12	15	10
<b>Total</b>	<b>297</b>	<b>216</b>	<b>81</b>	<b>138</b>	<b>159</b>	<b>178</b>	<b>119</b>

---

# REPORTE TALLERES INFORMATIVOS CONVOCATORIA AJA-APS-2015-001

## Antecedentes

El día 24 de junio de 2015 se publicó, en la página web del Proyecto de Acceso a la Justicia de USAID – AJA –, la convocatoria N° AJA-APS-2015-001 cuyo objetivo es “apoyar propuestas enfocadas en la implementación de sus programas de fortalecimiento del estado de derecho, consolidando avances previos, fortaleciendo las instituciones democráticas y elevando el nivel de acceso a la justicia en las áreas de consolidación, en particular, el acceso para las mujeres y los grupos menos favorecidos”, con fecha de cierre 29 de diciembre de 2015. Tras la llegada de la nueva coordinadora del componente de género y en coordinación con la gerente de sub-contratos y donaciones, se consideró pertinente realizar talleres regionales informativos dirigidos a las organizaciones interesadas en presentar propuestas, a fin de aclarar dudas relacionadas con los criterios de evaluación de las propuestas y los formatos de presentación de las aplicaciones.

## Desarrollo

Durante el mes de agosto de 2015 se adelantaron 5 talleres informativos en 5 de las 6 zonas de intervención de AJA (Bajo Cauca, Tumaco, Sur de Córdoba, Sur de Tolima y Montes de María). La invitación/convocatoria a estas jornadas se realizó a través de la página web del Proyecto AJA y gracias al apoyo de los asesores regionales, directamente en los territorios, quienes identificaron posibles proponentes. La agenda comprendió:

- Presentación y descripción del Proyecto de Acceso a la Justicia de USAID
- Explicación de la convocatoria anual del Proyecto
- Explicación de los formatos anexos para la presentación de propuestas
- Explicación de lo que se espera respecto a la implementación de las propuestas:
  - Alcance de la actividad de acompañamiento y asesoría legal
  - Alcance de la definición de VBG
  - Alcance de los informes trimestrales
  - Alcance del apoyo para el fortalecimiento organizativo
  - Alcance de la capacidad para brindar acompañamiento jurídico y psicosocial necesario
  - Litigio estratégico

Los talleres fueron dictados por la Gerente de Sub-contratos y Donaciones y la Coordinadora y/o Asistente del Componente 2, contaron con la presencia de los/as asesores regionales y la participación de organizaciones sociales que trabajan con mujeres

y algunas con víctimas de VBG en los territorios y quienes tienen la voluntad de adquirir conocimientos e iniciar su acción en términos de representación legal. Aunque no todas las organizaciones participantes cuentan con personería jurídica, y gran parte de éstas centran su experiencia en desarrollo de proyectos productivos y procesos de difusión y capacitación, se destaca que, por su trabajo en terreno, todas tienen información general sobre hechos de VBG, incluida violencia sexual, ocurridos en los territorios.

Dentro de los asistentes a los talleres participaron también fundaciones, organizaciones religiosas, ONGs y socios estratégicos de AJA que a futuro podrían articularse para impulsar la acción de representación de casos. En algunos casos, las organizaciones manifestaron que podría ser de su interés crear coaliciones para presentar propuestas en respuesta a la convocatoria del APS. De las organizaciones no gubernamentales presentes en los talleres, solo dos manifestaron tener experiencia específica (una muy reciente) en representación de víctimas de VBG – mujeres (Corporación Oriana y Colectivo de Abogadas ‘Elenita González Pérez’). Las otras indicaron tener experiencia de trabajo en DD.HH. y/o de asistencia humanitaria y de investigación social y, por supuesto, trabajo directo con derechos de las mujeres. Algunas organizaciones hicieron mención de su interés por derechos de población LGBTI.

Se reconoce en las organizaciones sociales locales el conocimiento del contexto, algunas de ellas específicamente sobre la situación de VBG otras con una lectura más panorámica, además de ello, interés, compromiso y entusiasmo para trabajar a favor de las víctimas de la VBG.

Respecto a capacidad administrativa y financiera, se identificaron solo algunas con un nivel básico de conocimiento sobre manejos administrativos y financieros (ONGs, organizaciones religiosas y una de las redes de mujeres); situación que implicó que a lo largo de los talleres se presentaran recurrentemente preguntas sobre: posibilidades de apoyo para gastos administrativos y de gestión de la propuesta, como parte de las acciones de fortalecimiento organizativo, y posibilidades de generar alianzas con otras organizaciones que si tengan experiencia sobre estos temas. Pocas cuentan con experiencia de recibir donaciones por parte de organismos internacionales y salvo la Diócesis de Montelíbano, manifestaron no tener experiencia en recibir fondos de proyectos apoyados por USAID.

Es importante mencionar que, a partir de las observaciones de las organizaciones, tales como: implicaciones sobre la posibilidad de representar a las víctimas sólo durante el tiempo de ejecución de la donación e imposibilidad de garantizar que los casos van a concluirse exitosamente durante dicho período, se llamó la atención sobre la necesidad de que en la metodología de ejecución se reflejara la debida consideración a las limitaciones de tiempo y se identificaran estrategias de sostenibilidad, de tal suerte que la acción de las organizaciones que recibieran las donaciones fuera una acción sin daño y pudieran tener una continuidad una vez la sub-donación con AJA finalizara.

Por lo anterior, se informó que AJA contempla la posibilidad de que la representación legal abarque casos dentro de la jurisdicción civil, administrativa, laboral (dependiendo de las

realidades locales) y no exclusivamente dentro de la penal. Es decir, casos con perfiles distintos a la violencia sexual, como cuotas alimentarias, trámite de medidas de protección para NNA, trámite de medidas de protección para mujeres, custodias, etc., que puedan mostrar avances claros en el tiempo de ejecución de la APS.

El taller en la región de la Macarena se encuentra pendiente de ser programado toda vez que el equipo regional se encuentra identificando las organizaciones que podrán participar del mismo. Se informará oportunamente sobre los resultados del mismo.

## **Recomendaciones**

Sobre la base de los aspectos pre-identificados durante los talleres y analizado las preguntas que en los mismos se presentaron, se incluyen las siguientes recomendaciones preliminares:

- Es necesario que los sub-donatarios cuenten con asesoría permanente para el desarrollo de sus capacidades locales, específicamente respecto a:
  - La acción de representación legal de víctimas de VBG;
  - Los procesos de incidencia para generar alianzas y reconocimiento en el territorio;
  - Mecanismos de difusión de sus acciones y presentación de “early success”, y;
  - Temas administrativos y financieros, solicitándoles incluir dentro de las propuestas la contratación de auxiliares contables (en caso de no contar con ellos en su equipo) quienes serán capacitados por la gerente de subcontratos y donaciones frente a estas áreas.
- Al cierre de las donaciones, propiciar un espacio de intercambio de experiencias y lecciones aprendidas que contribuya a la identificación de mejores prácticas para la representación de casos de VBG en lo local.

Cabe mencionar que previo a la dotación de las sub-donaciones la Gerente de Subcontratos y Donaciones hará un estudio de responsabilidad, en el cual se determinarán con mayor precisión las necesidades específicas de las organizaciones beneficiarias y se podrán elaborar planes ad hoc de apoyo a fortalecimiento de sus capacidades locales (LCD)

## **Acciones a desarrollar por parte de AJA:**

Para poder atender estos temas, AJA considera que se pueden tomar las siguientes acciones:

- En lo inmediato: Contratar un/a profesional de tiempo completo que pueda servir como *liason* entre todas las unidades de AJA que tendrán relación con las sub-donaciones y las sub-donaciones. Este/a profesional deberá realizar un seguimiento sistemático y un acompañamiento permanente a las organizaciones que reciban las

sub-donaciones (visitas de campo, acompañamiento en sus diferentes etapas, apoyo en revisión de informes, etc). Sus responsabilidades y roles serán coordinados con la Coordinadora del componente 2, en la parte técnica y la Gerente de Sub-Donaciones, en la parte administrativa. La posición sería el equivalente a un FSN 9 y no tendría un impacto presupuestario grande ni afectaría el TEC del Contrato.

- En el mediano plazo y una vez otorgadas las donaciones: AJA deberá apoyar las organizaciones desde procesos de incidencia, difusión de sus acciones y gestión del proyecto y administración y finanzas desde las diferentes unidades que dentro de AJA tengan competencia (i.e. Coordinación Componente 2, Asesor Comunicaciones, Gerente de Sub-Contratos y Donaciones, Especialista en Finanzas).
- De conformidad a necesidades identificadas y casos concretos, contratar un consultor/a *ad hoc* que pueda brindar asesoría en litigio estratégico de casos de VBG/VSx.
- Coordinar con otros proyectos de USAID la posibilidad de que las organizaciones que reciban las sub-donaciones puedan obtener otro tipo de apoyo para fortalecimiento institucional (i.e. Proyecto de Sociedad Civil de USAID).

## **ANEXO I**

### **Listado de Organizaciones Participantes por Región**

#### Bajo Cauca

- Asociación de Mujeres del Bajo Cauca (ASOMUCA)
- Fundación Oleoductos de Colombia
- Red de Mujeres Unidas del Norte de Antioquia
- Grupo interdisciplinario de profesionales en ciencias sociales

#### Tumaco

- Pastoral Social
- Mesa de Mujeres de Tumaco
- Ruta Pacífica de Mujeres
- Plan Internacional

#### Sur de Cordoba

- Diócesis de Montería
- Pastoral Social
- Corporación Oriana
- Red de Organizaciones Sociales y Comunitarias de Córdoba

#### Sur de Tolima

- Red de Mujeres de Ibagué
- Corporación 'Oye Mujer'
- Fundación Banco de Ayudas Humanitarias

#### Montes de María

- Colectivo de Abogadas ‘Elenita González Pérez’
- Fundación de Mujeres Profesionales ‘Vivir Mejor’
- Red de Empoderamiento de Mujeres de Bolívar
- Plataforma de Organizaciones de Mujeres del Carmen de Bolívar

## **ANEXO II**

### **Preguntas presentadas por las organizaciones durante los talleres y respuestas de AJA a los mismos (a ser publicadas en pág. web)**

#### **Bajo Cauca**

1. ¿Es necesario o exclusivo tener abogados en el equipo? ¿Por qué?

Es necesario tener abogados en el equipo en razón de las características de las actividades financiadas: “acompañamiento y asesoría legal”. No es una exigencia que el equipo esté conformado exclusivamente por abogados, pero se deberá justificar el equipo en función de su pertinencia para acompañar y asesorar legalmente casos de violencia basada en género.

2. ¿Sería más fácil presentar casos que ya están en curso?

Dentro de la propuesta se pide a las organizaciones que apliquen a la convocatoria plantear una metodología. En el diseño de esa metodología uno de los elementos que se deberá tener en cuenta son los criterios que la organización propone para seleccionar los casos. Uno de esos criterios puede ser el estado del proceso, pero no desde el punto de vista de la facilidad, sino desde el punto de vista de la posibilidad real de tener avances en acceso a la justicia en los casos elegidos, teniendo en cuenta que las actividades bajo la donación no podrán ir más allá de diciembre 15 de 2016.

3. ¿Deben ser casos en los todos los municipios?

No, no es una exigencia de la convocatoria que los casos en una región cubran todos y cada uno de los municipios en los que el Proyecto AJA se ubica geográficamente. Se deberá brindar acompañamiento y asesoría legal a un mínimo de 15 casos por región.

4. ¿Un caso en una comisaría de familia es un caso primario? ¿Es un caso?

Sí, se puede presentar como actividad financiable el acompañamiento y asesoría legal en casos de violencia basada en género que se estén tramitando ante una comisaría de familia. La convocatoria se refiere a un mínimo de 15 casos por región, pueden ser más siempre y cuando se plantee una metodología consistente.

5. ¿Universidades Públicas se pueden presentar? ¿Cómo socios?

Entidades públicas no son elegibles, pero si pueden participar como socios con la organización que se presente.

6. ¿Qué implicaciones hay en los casos que se acompañen pero no se concluyan?

Uno de los criterios de evaluación al momento de seleccionar una propuesta es la “metodología de ejecución, implementación y sostenibilidad”. Las actividades bajo la donación no podrán ir más allá de diciembre 15 de 2016. En la valoración del criterio mencionado, uno de los elementos que se tendrá en cuenta es si la actividad será sostenible o estimulará la sostenibilidad de la organización. Se desalientan acciones que impliquen generación de expectativas para las víctimas, que no se esté en condiciones de satisfacer. Se alienta la propuesta de acciones en casos en los que las organizaciones puedan promover la sostenibilidad después de la donación o de casos en los que por las características del proceso, sea posible prever que se tendrán desarrollos dentro del límite temporal definido para la donación.

7. ¿Qué importancia se le darán a las alianzas?

Las alianzas serán un tema importante ya que hay organizaciones que cuentan con fortalezas en ciertos aspectos pero les faltan en otros. Las alianzas ayudarían a que las organizaciones se fortalezcan mutuamente y puedan llevar a cabo de una manera más efectiva los objetivos del proyecto.

8. ¿El proyecto AJA podrá apoyar en los casos? ¿Cómo lograr que se dinamicen?

El Proyecto AJA otorga estos recursos como donación bajo ciertas regulaciones que lo rigen. En estas condiciones la organización que sea seleccionada para desarrollar las actividades financiables será la encargada y responsable de acompañar y asesorar los casos y de implementar la metodología propuesta con el objetivo de que dichos casos tengan avances en materia de acceso a la justicia. En todo caso el Proyecto AJA hará un seguimiento al desarrollo de las actividades propuestas para la donación, y en el marco de ese seguimiento promoverá que se adopten acciones oportunas para impulsar los casos.

9. ¿Se garantiza con las entidades la atención a estos casos de manera ágil?

El Proyecto AJA no está en condiciones de garantizar que las entidades estatales brindarán atención a los casos seleccionados en manera ágil. Lo que espera el Proyecto es que las organizaciones que se presenten, basadas en su experiencia en materia de género, tengan un conocimiento de las barreras de acceso a la justicia que enfrentan las víctimas de violencia basada en género y que tengan conocimiento

de la región, de tal suerte que planteen una estrategia de acción frente a casos que presenten barreras respecto de las cuales se considere, existe la posibilidad de que, contando con un acompañamiento y una asesoría legal, se podría promover avances en un periodo de entre 12 y 14 meses.

10. En este momento no hay representación de las instituciones en las regiones como Medicina Legal, ICBF, Fiscalía, las personas tienen que desplazarse hasta Montería. ¿Cómo puede AJA apoyar para que esta representación se tenga en las regiones?

A través de las donaciones promovidas por el Proyecto AJA, no se apunta como objetivo específico a lograr la presencia en los municipios, de instituciones que deben intervenir en la atención a casos de violencia basada en género. Sin embargo, el marco general del Proyecto es desarrollar acciones que promuevan el acceso a la justicia, en especial de las víctimas de la violencia basada en género. Por ello, una de las características de los informes trimestrales que se describen como una de las actividades que deberá desarrollar la organización que sea elegida, es que en dichos informes se deberá aludir a las barreras de acceso a la justicia que se identifiquen al acompañar y asesorar los casos. La iniciativa desde el Proyecto es que esta información pueda ser utilizada en espacios de interlocución con las instituciones, desde esta perspectiva el Proyecto AJA puede ser un puente de articulación entre el ejercicio de evidenciar las barreras de acceso que harán las organizaciones donatarias y la presentación de recomendaciones para superar esas barreras, en espacios de política pública.

11. ¿Qué pasa si una de las propuestas se pasa del monto permitido? Se descarta? Se revisa? Se debe disminuir?

El presupuesto se debe realizar bajo los parámetros de los fondos disponibles según APS numeral 4. Si se pasa será descartada.

12. ¿Qué pasa si en determinada regional no pasa ninguna propuesta?

Si al cierre definitivo del APS (Diciembre 29 de 2015) no se reciben aplicaciones para alguna regional, no serán adjudicados los fondos y serán utilizados en otras actividades.

13. ¿La asociación a la que sea aprobada la propuesta, que tipo de relación contractual tendrá con el equipo regional específicamente?

El equipo regional de AJA apoyará en la ejecución técnica del proyecto a la organización beneficiaria, bajo los lineamientos de la Coordinación del componente de Género. El manejo contractual se apoyará desde subcontratos y donaciones de AJA.

**Tumaco**

1. ¿No hay protocolos en las EPS para atender casos de violencia de género? Como se podría agilizar este trámite para poder llevar a cabo estas denuncias?

El acompañamiento y asesoría legal a un caso de violencia basada en género implica el agenciar la representación de las diferentes demandas de las víctimas de estas violencias frente a los actores institucionales que tienen deberes de atención. Se alienta el asumir los casos desde una mirada integral, lo cual implica adelantar las acciones jurídicas que la organización considere pertinentes para promover el avance del caso, por ejemplo, peticiones, recursos o procesos en sede administrativa.

### Sur de Córdoba

1. ¿Considerando el monto establecido para cada región y los tiempos de recepción de las propuestas. ¿Una vez se adjudique una propuesta, se cierra la convocatoria en ese territorio?

Si

2. ¿Se puede aplicar para más de un territorio?

Si

3. ¿Si una organización ya tiene un GRANT aprobado o en ejecución con AJA puede aplicar?

Si

4. ¿Los 15 casos deben estar específicamente o detalladamente definidos en la propuesta?

Si la organización postulante no tiene aún casos identificados o seleccionados como pertinentes para la acción no es necesario que haga ese proceso previo a la presentación de la aplicación. Deberá incluir este aspecto como parte de su propuesta metodológica.

No, no es un requisito que los casos estén especificados o detallados en la propuesta.

5. La metodología del proyecto tiene una duración de 12 o 14 meses. ¿Qué sucede si los casos que escojan se encuentran en la etapa inicial del proceso? ¿Qué sucede si no se llega al juicio en la parte del incidente de reparación?

Las posibilidades reales de avance de los procesos deberán ser un criterio al momento de presentar la propuesta. Se alienta a las organizaciones a considerar en sus planteamientos metodológicos el tiempo acotado que tendrán para la acción.

6. ¿Cómo se escogen los casos que van a ser puestos en la propuesta?

Cada organización debe elegir la metodología de selección de casos y hacerla explícita dentro de la propuesta. Para ello es importante tener en cuenta los contextos locales y la posibilidad de mostrar avances claros de los casos durante el tiempo de ejecución de los recursos.

**Sur de Tolima**

1. ¿Si llegado el caso que durante la ejecución del proyecto no se cumpla en un 50% del objetivo, que pasa con el saldo de la donación?

Se realizará un seguimiento continuo por parte de la coordinación del componente de género para garantizar que el proyecto se cumpla al 100%. Sin embargo, si llegara a suceder esto, como se describe en el APS numeral 4, los desembolsos se realizarán con el recibo a satisfacción de los entregables acordados.

2. ¿Deben encontrarse los 15 casos representados distribuidos en todos los municipios de intervención de AJA en la región?

No, los 15 casos seleccionados pueden encontrarse en cualquiera de los municipios de intervención de AJA en la región.

3. ¿Es posible representar casos de comunidad LGBTI?

Si, toda vez que los casos se encuentren relacionados con hechos de violencia basada en género.

4. ¿Se podrán representar casos cuyos hechos hubiesen ocurrido en lugares diferentes a los municipios de intervención?

Si, en la medida que los casos estén siendo conocidos/tramitados por las autoridades de los municipios de intervención de AJA en la región.

5. ¿El valor asignado a la región deberá ser distribuido en partes igual para la representación legal en cada municipio?

No, el valor asignado a cada región podrá ser distribuido discrecionalmente conforme a la metodología diseñada para el acompañamiento y asesoría legal, para el fortalecimiento organizativo y de acuerdo a la propuesta de litigio estratégico.

6. ¿La experiencia previa que será evaluada se refiere específicamente a la representación legal de VBG?

No, toda vez que el interés de AJA es fortalecer las capacidades organizativas y la representación legal a nivel local. El factor que será evaluado será la experiencia previa de las organizaciones en trabajo con víctimas de violencia basada en género.

7. ¿Junto a la propuesta se deben remitir las hojas de vida del personal que conformará el equipo?

No, en la medida que las organizaciones vayan avanzando en el proceso de evaluación AJA les irá solicitando más documentación.

8. ¿Cuáles son los requisitos de los casos que se deberán representar?

No hay requisitos específicos respecto a la jurisdicción que deba conocerlos, es importante seleccionar casos que muestren avances claros durante el tiempo de ejecución de los recursos.

#### **Montes de María**

1. ¿Los casos que se identifiquen deberán encontrarse distribuidos en todos los municipios de intervención de AJA en la región?

No, los 15 casos seleccionados pueden encontrarse en cualquiera de los municipios de intervención de AJA en la región.

2. ¿Qué diferencia hay entre personal largo plazo y consultoría?

Personal a largo plazo es el que se contrata por medio de un contrato laboral y tiene prestaciones sociales (Cumple con horario, tiene funciones específicas y recibe órdenes directas del empleador).

Consultoría es el personal que se contrata bajo un contrato de prestación de servicios y recibe honorarios (no cumple horario, cumple con el servicio específico para el que se contrató, debe estar afiliado al sistema de seguridad social como independiente por su cuenta y debe anexar estos pagos de mensuales seguridad social a las cuentas de cobro por los servicios prestados).

3. ¿Pueden incluirse casos que se resuelvan vía tutelas?

Si, en la medida que se argumente, dentro de la propuesta, que la representación no sólo contemplará la interposición de la tutela sino todo el proceso para su ejecución.

4. ¿Se deberán indicar dentro de la propuesta los casos que se van a representar?

Si la organización postulante no tiene aún casos identificados o seleccionados como pertinentes para la acción no es necesario que haga ese proceso previo a la presentación de la aplicación. Deberá incluir este aspecto como parte de su propuesta metodológica.

5. ¿Pueden incluirse actividades de prevención y capacitación dentro de la propuesta?  
No, toda vez que la actividad financiable es la representación legal de víctimas de VBG.

6. ¿Se puede incluir dentro de la propuesta la representación de casos de maltrato infantil?

Si, en la medida que el caso represente VBG.

7. ¿Cómo se elijen los casos?

Cada organización debe elegir la metodología de selección de casos y hacerla explícita dentro de la propuesta. Para ello es importante tener en cuenta los contextos locales y la posibilidad de mostrar avances claros de los casos durante el tiempo de ejecución de los recursos.

8. ¿Se deberán representar solo mujeres?

No, cualquier víctima de VBG podrá ser representada.

9. ¿Podría presentarse la experiencia previa de todas las organizaciones que hagan parte de la alianza?

Si, en la medida que la experiencia previa a la que se refiera sea el trabajo con víctimas de VBG.

10. ¿Cuántas propuestas se van a financiar?

Una por región

11. ¿De qué manera se apoyará a las organizaciones para su fortalecimiento organizativo?

En la experiencia adquirida propia de la representación legal; en el fortalecimiento de capacidades locales; en el reconocimiento que le representa a la organización, en la región, la evidencia de resultados concretos en los casos; en el aprendizaje administrativo y financiero sobre el manejo de recursos de cooperación internacional.

12. ¿Se puede incluir un equipo de cómputo?

Si, en la medida que se justifique la manera en que el computador favorecerá la actividad de representación legal.

13. ¿Se exige la contratación de algún tipo específico de profesionales?

Si, por la naturaleza de la actividad financiable el equipo deberá estar compuesto por abogadas (os). Sin embargo, no es una exigencia que el equipo esté conformado exclusivamente por éstos, en la medida que se justifique dentro de la propuesta la pertinencia de la participación de otro tipo de profesionales.

14. ¿Deberán representarse casos que sean conocidos solamente por la jurisdicción penal?

No hay requisitos específicos respecto a la jurisdicción que deba conocerlos, es importante seleccionar casos que muestren avances claros durante el tiempo de ejecución de los recursos.

### **Nacionales**

1. Los 15 casos que se ponen como base, pueden estar ubicados solo en uno o en algunos de los municipios de la referencia o debe ser por lo menos uno por municipio, pues la propuesta no lo dice y en algunos casos contamos con todas las condiciones para llevar los 15 casos en un solo municipio, ¿eso es posible?

No es una exigencia de la convocatoria que los casos en una región cubran todos y cada uno de los municipios en los que el Proyecto AJA se ubica geográficamente. Se deberá brindar acompañamiento y asesoría legal a un mínimo de 15 casos por región. En el evento de plantear la concentración de la acción en un solo municipio, esta situación se evaluará en el criterio de metodología de la ejecución, por lo cual se alienta a ofrecer justificaciones para una acción concentrada y especificar qué implica contar con todas las condiciones.

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

Carerra 45 #24B – 27

Bogotá D.C., Colombia

Tel: (57-1) 275-2000; Fax: (57-1) 275-2318

<http://www.colombia.usaid.gov>