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COMMUNITY-ORIENTED REINTEGRATION OF EX-COMBATANTS CORE

AWARD: AID-514-A-00-06-00305-00



THIRTIETH QUARTERLY REPORT TO USAID/COLOMBIA
October - December 2013

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Photograph caption

Carmen and Rocio are beneficiaries of the Minimarket 2x3 initiative in Cartagena. Here, they are at the minimarket inauguration.

Photo: Colombian Reintegration Agency (ACR).

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ABBREVIATIONS AND ACRONYMS

ACR	Colombian Reintegration Agency (Agencia Colombiana para la Reintegración)
AGO	Attorney General's Office (Fiscalía General de la Nación)
AUC	United Self-Defense Forces of Colombia (Autodefensas Unidas de Colombia)
CDP	Center for Productive Development of Leather Footwear and Leather Goods
CODIS	Combined DNA Index System
CONPES	National Council for Economic and Social Policy (Consejo Nacional de Política Económica y Social)
CORE	Community-Oriented Reintegration of Ex-combatants
CMH	Center for Historical Memory (Centro de Memoria Historica)
DDR	Disarmament, Demobilization, and Reintegration
ELN	National Liberation Army
FARC-EP	Revolutionary Armed Forces of Colombia- People's Army
FENALCO	National Trade Federation
FIP	Fundación Ideas para la Paz
GOC	Government of Colombia
IDESAN	Financial Institute for Development in Santander
IECC	Graduation Competencies Evaluation Instrument (Instrumento de Evaluación por Competencias para la Culminación), which measures social, psychological and civic skills of ex-combatants deemed necessary for reintegration
IMC	Experiences of Mediation and Coexistence (Instancias de Mediación y Coexistencia)
IRN	National Reconciliation Index (Indice de Reconciliación Nacional)
ISUN	Instrument to Monitor Business Units (Instrumento de Seguimiento a las Unidades de Negocio), which measures advances in the operation of productive projects
Law 975/05	Justice and Peace Law
Law 1592	Reform of the Justice and Peace Law
Law 1424/10	Legal Status for Ex-Combatants Law
MADR	Ministry of Agriculture and Rural Development
MAPP/OEA	Mission to Support the Peace Process of the OAS
OACP	Office of the High Commission for Peace
OAS	Organization of American States
PAICMA	Presidential Program for Action against Mines
SAME	Tracking, Monitoring and Evaluation System (Sistema de Acompañamiento, Monitoreo y Evaluación)
SIGI	Integrated Management System (Sistema de Gerencia Integral)
SIIJYP	Inter-institutional Information System – Justice and Peace
SIRDEC	Information System for Network of Disappeared Persons and Remains Desaparecidos y Cadáveres
UNFJYP	National Unit of Attorneys for Justice and Peace (Unidad Nacional de Fiscales para Justicia y Paz)
VISP	Victims Institutional Strengthening Program

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1. Executive Summary

This report covers CORE programming for the period from October 1 to December 31, 2013. The report provides a review of developments in the Colombian and international context that impact or are likely to impact the Program; a quantitative overview of quarterly and cumulative progress against established indicators; a status report on key activities and achievements that contribute to CORE's results and objective; difficulties encountered during implementation; priorities for the upcoming quarter; and a financial report.

CORE's objective is to support the Colombian Government in the implementation of laws related to the reintegration and legal status of ex-combatants. CORE works with governmental entities to develop tools and methodologies that support the implementation of these laws. CORE's goal is to pass these instruments to the agencies after a period defined by the entities involved. The timeline for transfer depends on the project.

Various contextual shifts that affect CORE have presented themselves this quarter. The national government issued Decree 3011 to adopt measures for the implementation of transitional justice mechanisms. This decree includes the extension of the *Inter-institutional Justice and Peace Information System (SIJYP)* to be the *Inter-institutional Transitional Justice Information System (SIJT)*. This system will allow the exchange of information between more than 22 state institutions. CORE is working with governmental entities to ensure that the information system and other CORE initiatives are properly aligned with the new regulations. In addition, as the peace process between the GOC and the FARC progresses, peacebuilding organizations and governmental agencies are increasingly focusing on the possible regional challenges to the implementation of a peace agreement. Demobilization and reintegration programming designed for ex-combatants from the FARC are expected to favor rural areas. CORE's economic reintegration team, the information and analysis unit, and other areas of the program are therefore evaluating the political, social, economic, and cultural conditions of rural regions in order to ascertain the possible needs of reintegration programs there.

The Tracking, Monitoring and Evaluation System (SAME) team provides technical support to assess psychosocial readiness for reintegration through the IECC. One thousand twenty-nine surveys were conducted, and 52% of the participants fulfilled the requisites of the instruments required by the ACR in order to continue with the graduation process. CORE and ACR worked together to ascertain the needs of those who will continue the graduation process, and find ways to reincorporate participants who fell behind in their reintegration programs. Also during this quarter, 1,609 participants graduated from the reintegration process. Of these, 73% (1,181) received services supported by the CORE program including integrated professional profiles, job training, economic insertion through productive projects, and education.

In terms of economic reintegration, SAME supported the ACR in applying and using the SIR to systematize 337 monitoring visits made to individual productive projects that received seed capital funding between 2008 and 2013. CORE and the ACR continued work to establish fifteen "2x3" micro-franchise shops along the Caribbean coast, attended and managed by reintegration process participants with monitoring and support from private sector entities, IOM, and the ACR. In October, this initiative was awarded the "Emprender Paz" (Embark on Peace) Prize for having had a great impact on the generation of sustainable opportunities in communities affected by the armed conflict, for its replicable nature, and for the high involvement of the organizations involved. In December, the sixth mini-market was inaugurated in Cartagena, named "Mini-market 2x3 La Consolata" after the neighborhood in which it is located. These activities have contributed to the realization of Intermediate Result 1: "ACR Designs and Implements the GOC Reintegration Policy."

In the realization of Intermediate Result 2: “Operational Mechanisms to Establish Definitive Legal Status of Ex-Combatants”, projects continue to support the various sub-units of the Justice and Peace Unit in the Attorney General’s office. These activities focus on: land restitution; facilitating sentencing in high priority cases; strengthening the ACR’s capacity to identify and return human remains to victims’ families; complementing the construction of patterns of macro-criminality with similar investigations of macro-victimization; and strengthening regional work in the sub-units. Results this quarter included:

- Analysis of 848 cases related to usurping of land
- Registration of 1,036 cases of land usurping
- Processing of 117 reports about different cases under the Justice and Peace Law
- Creation of 12 reports on macro-criminality and land usurpation, sent to the AGO Justice & Peace Unit

In the Exhumations Unit:

- 24 genetic profiles were registered in the CODIS software
- The Sub-Unit’s experts analyzed 45 DNA samples, of which 14 were tested for matches with the genetic profiles of relatives, and seven were found to be genetically compatible
- 1,200 kits were compiled to identify and take DNA samples

The ongoing Inter-institutional Information System for Justice and Peace, or SIIJYP, is now being used by the Attorney General’s Office, Ministry of Justice and Law, Office of the Ombudsman, and the Victims’ Unit. Work continued on a new module related to judicial benefits for ex-combatants, and preparations began for the SIIJYP to become a new system that will encompass more entities and information (as discussed above). In terms of community service activities under IR 2, CORE continues to work with the ACR to develop community service activities that facilitate reconciliation. During this quarter, 567 participants registered to become engaged with community service activities, representing 97% of the target, and 2,900 participants received the certificate of 80 hours of community service. CORE supported the ACR in assisting 74% of the participants that the ACR aims to benefit in 2013.

Intermediate Result 3: “GOC Supported to Develop Conflict Management Strategies” focuses on building knowledge as well as technical and operational abilities of the GOC for conflict management. This project team compiles research documents on topics related to conflict and peace, and contributes to the systematization and analysis of civil society proposals on the current peace process, among other activities. So far, 100% of the almost 12,000 submitted by civil society have been systematized. The analysis unit has also responded to the High Commissioner for Peace’s Office’s requests for analyses of various topics related to DDR and transitional justice. Events organized by the unit included a conversation session titled “The Legal Framework for the Crime of Child Recruitment by the FARC” on the 17th of November. More than 20 people attended the event, and represented entities including the High Commissioner for Peace, the ACR, the ICBF, the Victims’ Unit, the Ministry of Justice, and IOM among others.

Program activities encountered two challenges during this quarter: 1) uncertainty regarding a possible peace process with the ELN guerrilla group, and 2) institutional turnover in the ACR. These challenges required that the CORE adjust its practices and in some cases develop new tools, models, and working groups in order to accommodate the dynamic environment in which it operates. These challenges may continue to shape the Program’s operations in future quarters.

2. Context

Changes to policy regarding the implementation of various transitional justice norms

On December 26th 2013, the GOC issued Decree 3011 to adopt measures for the implementation of transitional justice mechanisms defined by Law 975 of 2005 (Justice and Peace Law), Law 1592 of 2013 (Reform to the Justice and Peace Law) and Law 1448 of 2010 (Victims' and Land Restitution Law). This decree includes: measures to better define the special penal processes and hearings associated with these Laws; adjustments to the interaction between the Unique Victims Registry and the victims themselves; and the transformation and extension of the *Inter-institutional Justice and Peace Information System (SIJYP)* to be the *Inter-institutional Transitional Justice Information System (SIJT)*, thereby expanding the coverage of the system, the number of institutions involved, and above all establishing the responsibility of each organization in terms of sharing information related to transitional justice processes (current and future).

The exchange of information between public policy entities has been one of the greatest challenges confronted by the Colombian state. Since its creation the SIJYP (a CORE-led project, as discussed below) has been one of the most successful cases of the generation of inter-institutional collaborations that facilitate implementation of public policy. The transformation of the SIJYP into the SIJT establishes the system as a tool to register, monitor, and analyze information related to the implementation of transitional justice policy. This system will allow the exchange of information online between more than 22 state institutions. As this decree is so recent, CORE is still in the initial stages of responding to its stipulations and working with governmental entities to ensure that the information system and other CORE initiatives are properly aligned with the new regulations. The Ministry of Justice and Law led the process of issuing Decree 3011 and will lead the transformation of the SIJYP into the SIJT. Due to needs arising from this transition, CORE therefore expects to work with the Ministry of Justice and Law on additional projects to ensure the efficient transition to and functioning of the SIJT.

Regional challenges in the implementation of a peace agreement

As the peace process between the Colombian Government and the FARC progresses, peacebuilding organizations and governmental agencies are increasingly focusing on regional challenges to implementation of a peace agreement. Demobilization and reintegration programming for ex-FARC combatants are expected to favor rural areas due to the origins of the group's members. CORE's economic reintegration team, the information and analysis unit, and other program areas are therefore evaluating the political, social, economic, and cultural conditions of rural regions in order to ascertain the possible needs of reintegration programs there, and possible regional differences. CORE is also implementing pilot socioeconomic reintegration projects to prepare an effective model for socioeconomic reintegration of the FARC in rural contexts.

The Information and Analysis Unit is preparing documents to support the GOC in preparing for rural reintegration of the FARC. These include regional conflict analyses of areas in which high numbers of the FARC are expected to demobilize. Other projects under IR3 include initiatives to strengthen local governmental capacities in the implementation of peace agreements and reconciliation programming, and efforts to facilitate the exchange of information related to peacebuilding and reconciliation between regions, including lessons learned. The Unit has also produced multiple documents on DDR models, early reintegration, and other topics at the request of the High Commissioner for Peace. CORE is well positioned to make effective contributions to governmental responses to challenges presented by implementation of a peace agreement with the FARC.

Program Indicators: Quarterly and Cumulative Progress and Goals

IN	IR	Name of Indicator	Target FY 2014	Current quarter achievements	Cumulative achievements in all quarters 2006-2014*	Cumulative achievements in FY 2014	% of target 2014	Observations (15 words)
DO2-08	SO	Percentage of ex combatants who are involved in income generation activities and law abiding after graduation	100%		0			
DO2-12		# ex-combatants graduated from the reintegration program	1.500	1.600	2.926	1.600	107%	277 women, 1323 men
REC-7	IR1	Percentage increase of ACR in the Institutional strengthening index	100%	21%		21%	21%	The document organization was conducted, the training of ACR professionals, and the delivery of the files to the service centers. The final report is being developed. The preliminary version of the employability kit has been completed, and will be applied and validated by ACR professionals and employability project operators between January and May 2014. For more information on how the index is constructed, please see Annex 3.
REC-8	IR 1.1	# ex-combatants evaluated according to their social abilities - IECC	5.000	1.029	15.878	1.029	21%	228 women, 801 men. Note: Upon revising IECC information, it was found that 139 extra participants were reported in both Q2 and Q3 of 2013. Those 139 have now been deducted from the cumulative total.
REC-9		# ex-combatants evaluated according to their economic capacities - ISUN	500	337	1.810	337	67%	57 women, 280 men
DO2-10		# of ex-combatants, armed belligerents, who complete USG-assisted transformational programs	1.500	454	29.269	454	30%	77 women, 377 men
REC-10	IR 1.2	Percentage of female participants in USG-Assisted programs designed to increase access to productive economic resources (assets credit, income or employment)	10%	4%	5%	4%	40%	77 Women The percentage of female participants in USG-assisted programs who receive economic resources is calculated over the total number of demobilized women who are active in USG-assisted programs.
REC-11	IR2	# of ex-combatants with certified requirements to access legal benefits through Law 1424/10 mechanisms. Number of ex-combatants certified for community services requirement under ACR designed methodology	2.800		0			Attorney General's Office: of the 4,459 demobilized people who are being charged and/or sent for judicial processing by the AGO, 822 demobilized people have an adjusted sentence. Center for Historical Memory: of the 2,014 demobilized people who are contributing to the truth with the CNMH, 67 have been certified and 195 are in the process of certification.
REC-12		# of cases fully prepared for prosecution under Justice and Peace Law	150	69	128	69	46%	
REC-13		# of government officials in key institutions that enhance skills on reintegration components of transitional justice	200		0			
REC-14	IR 2.1	Number of prosecutions supported	210	481	621		229%	The target was passed because the AGO deemed it necessary to complement some hearings that had already been held with additional information from hearings that were conducted to obtain further information.
REC-15	IR 2.2	Number of ex-combatants certified for community services requirement under ACR designed methodology	2.800	1.575	3.920	1.575	56%	288 women, 1287 men
REC-16		# of ex-combatants certified for truth-telling requirement	4.000	67		67	2%	9 Women, 58 Men

IN	IR	Name of Indicator	Target FY 2014	Current quarter achievements	Cumulative achievements in all quarters 2006-2014*	Cumulative achievements in FY 2014	% of target 2014	Observations (15 words)
REC-17	IR3	# of conflict management initiatives identified and requested by the GOC	2		2		0%	* 12.000 proposals systematized by the FIP.
REC-18	IR 3.1	# of conflict analyses and fora	4 Location analysis	1	0	1	25%	* One document about conflict dynamics in Putumayo.
			48 weekly reports on peace process	13	0	13	27%	13 Weekly peace reports
			8 thematic reports	11	16	11	138%	* Four documents directly requested by the GOC on DDR: Judicial or administrative DDR route; Modes of demobilization; Evaluation of Law 975 (Justice and Peace Law); Midlevel Commanders and DDR. * Three spotlights: "The ELN & Peace Processes: Background, Unique Traits, and Reintegration", "Truth Commissions: A Case Summary" and "Amnesty and Political Participation: Case Summary"). * Three monthly peace process analysis reports. * One document about the ELN
			3 research documents	2	11	2	67%	* Two documents about the conflict dynamics in Bajo Cagua and Tumaco
			1 seminar		0	0	0%	
			2 fora		5	0	0%	
			6 conversation system	1	0	1	17%	On the 17th of November 2013, the conversation session "Judicial Framework for the Management of the Crime of Recruiting Children and Adolescents by the Revolutionary Armed Forces of Colombia (FARC)."
			1 information system		0	0	0%	
			1 specialized document on specific subject		0	0	0%	
			10 CMH reports published		0	0	0%	
REC-19		# of conflict management inputs handed over to the GOC	2					
		Number of non-combatants assisted by USG-funded reintegration programs	0	0	128.589			
		Number of communities assisted by USG funded reintegration programs	50		146			
		Number of entities strengthened by USG funded assistance*	0		19			

3. Intermediate Results: Narrative Progress

IR 1: ACR DESIGNS AND IMPLEMENTS THE GOC REINTEGRATION POLICY

Through the ACR, the GOC continues to implement a reintegration policy with the following objectives: 1) create conditions allowing demobilized members to become independent citizens, 2) strengthen socio-economic conditions in receptor communities, and 3) promote national reconciliation. In the last quarter, CORE has continued to support the ACR in assessing the competencies of ex-combatants who are nearing completion of the ACR reintegration route, in order to “graduate” those who are ready for civilian life and find solutions for those who are not. The program has also supported other governmental and international entities in the implementation of the reintegration policy, and has started several new initiatives under this result.

During this quarter, two projects were approved: one on citizenship participation, and the other on an information management system. The objective of the first is to implement an integral citizen participation and coexistence strategy through ACR training sessions, a toolkit for citizen participation methodologies, and mediation and coexistence events in each ACR service center. The objective of the second is to implement a multi-component Information management system.

Projects approved this quarter:

IR 1 ACR designs and implements the GoC reintegration policy		Number of Beneficiaries	Amount in USD* IOM	Amount in USD* GOC	Amount in USD* Total
1	OIM - Participación Ciudadana	0	125.835	25.934	151.769
2	OIM - Sistema de Gestión de Conocimiento	0	233.351	550.111	783.462
TOTAL		0	359.186	576.045	935.231

IR 1.1 Processes in place for implementing the reintegration process

TRACKING MONITORING AND EVALUATION SYSTEM (SAME)

The SAME component supports the ACR’s systems for monitoring and evaluation as well as data gathering and management. Since 2010, SAME has provided technical assistance to design strategies and models to measure the progress of demobilized individuals along the reintegration route, including the creation of two monitoring instruments that enable the ACR to identify participants who are prepared to graduate from the reintegration process.¹ These instruments are used to systematize and analyze information collected in the field.

This quarter, CORE has continued to support the ACR in the application of the Graduation Competencies Evaluation Instrument (IECC), especially as use of the instrument increased in November and December due to a higher number of graduations. Work also began to construct the second version of the Business Unit Monitoring Instrument (ISUN), which will include information about business viability and prospective income, and will restructure the periodic monitoring carried out by the ACR representatives.

Results this quarter include:

¹ The Graduation Skills Evaluation Instrument assesses the skills and competencies developed by demobilized individuals as a result of the services they receive from the reintegration program. The Business Unit Monitoring Instrument measures progress or difficulties experienced by the productive projects created or strengthened by demobilized individuals using seed capital received from ACR or IOM.

- The SAME supported the ACR in the application, digitization, and development of reports about the Graduation Competencies Evaluation Instrument (IECC). One thousand twenty-nine surveys were conducted, and 52% of the participants fulfilled the requisites of the instruments required by the ACR in order to continue with the graduation process. The ACR revises the remaining requisites in education, job training, economic insertion, community service, and judicial situation before the graduation of participants. In total, 15,891 surveys have been applied to ACR participants in the advanced stage of reintegration.
- During this quarter, the ACR graduated 1,600 participants from the reintegration process. Of these, 73% (1,187) received services supported by the CORE program. These services include integrated professional profiles, job training, economic insertion through productive projects, education, and employability. The graduations took place in all of the ACR service centers in the country.
- SAME supported the ACR in applying and using the SIR and ISUN to systematize 337 monitoring visits made to business units (individual productive projects) that received seed capital funding between 2008 and 2013. Of these, 145 (43%) business units were in operation, 169 (50%) had closed, and 23 (7%) were at risk of closing. Fifty-one (15%) of the business units visited were supported by CORE resources, of which 17 were in operation. The cumulative total of ISUN surveys applied from October 2012 to December 2013 is 2,124.
- The process of transferring the document management processes to the ACR was finished. The transfer, which took place between the SAME team and the ACR professionals, was monitored through the fulfillment of regional work timelines. The transfer involved various training sessions, as well as the construction and delivery of protocols and procedures so that the ACR can continue to manage documents efficiently.
- The SAME team updated 35,430 registries in its database, principally in the main components of: ethnicity, status in the process, work, psychosocial route, seed capital, ISUN, IECC, and others.
- The project card was created for the project “Strengthening and promotion of the exercise of responsible citizenship of participants through Experiences of Mediation and Coexistence (IMC) in ACR Service Centers.” This project involves a collaborative effort by IOM and ACR to develop and implement a training strategy and toolkit to facilitate the improvement of responsible citizenship and coexistence competencies for ACR process participants.

[IR 1.2 ACR provides comprehensive assistance to graduate participants](#)

After more than seven years of program implementation, the GOC is currently consolidating the reintegration process of individuals demobilized from the illegal armed groups through capacity-building strategies and activities that aim to strengthen participants’ social and economic skills. This allows participants to complete a graduation or “responsible fulfillment” process, and provides the tools necessary for sustainable reintegration.

- **Project: Support strategy for income generation projects, and transfer of project model to the ACR (Status: Project formulated with the ACR and shared with USAID)**

CORE has developed an integrated socioeconomic ex-combatant reintegration model for the identification, formulation, and implementation of business plans, with which ACR participants start up or strengthen a “productive unit” or business. The model includes training in the identification of business ideas, formulation of business plans, implementation of the productive unit, and monitoring and support in the administrative,

technical, and commercial processes that have to be fulfilled to establish and maintain the productive units. The project has a total value of 9,772,292,342 COP, of which the ACR contributes resources valued at 4,060,000,000 and USAID contributes resources valued at 5,712,292,342. IOM manages the agreement and provides the required technical assistance for its implementation.

The ACR deems the model highly successful and sees it as a key element in its economic reintegration tool-kit, though further work is needed to ensure that the ACR can fully appropriate the model. Accordingly, the ACR and CORE will work hand-in-hand to train **50** ACR reintegration specialists to implement the strategy in **17** departments (**25 municipalities**) to benefit **1,214** demobilized individuals who are in the intermediate or advanced stage of their route. The agreement's implementation will involve the design and transfer of a toolkit with processes, procedures, and instruments for the management of productive projects.

Project results this quarter include:

- Projects began implementation in 17 regions of the 18 included in the geographical coverage of the project agreement. Only Valle del Cauca is left, due to the lack of viable proposals during the operator selection process. This issue will be resolved in the first quarter of 2014. The 17 regions saw the following results:
 - 1,487 people in the process of reintegration were invited to participate.
 - 1,242 of these invitees were visited in their homes and 951 were interviewed by a technical committee.
 - As a result of this selection process, 715 people in the process of reintegration were selected (62% of the original target number).
 - A tool was designed for the formulation of the business plans that the participants completed, and 6 regional training workshops were held (in Bogotá, Bucaramanga, Medellín, Santa Marta, Montería and Neiva) with the technical personnel from the operating partners and the ACR.
 - Each of the operating partners was provided with methodology kits for project monitors and beneficiaries.

- **Project: Development of an “INTEGRATED EMPLOYMENT INTERVENTION ROUTE”, and transfer of the project model to the ACR (Status: Ongoing)**

Recognizing that not all ACR participants have an entrepreneurial or business profile, the ACR and CORE work together on strategies to facilitate job placement for ex-combatants. The “Integrated Employment Intervention Route” methodology aims to support demobilized individuals in exploring and finding opportunities in the job market. It therefore conducts activities such as: identification of job vacancies; vocational assessment; occupational orientation; job engagement; and monitoring and support for individuals in the process of reintegration who are professionally engaged with businesses, as well as monitoring and support for the businesses themselves.

The ACR and CORE will work closely together develop three job placement projects in seven departments (Bogotá, Antioquia, Caldas, Quindío, Risaralda, Tolima and Valle del Cauca) to benefit 475 demobilized individuals in the process of reintegration.

Project results this quarter include:

- The technical teams of the three projects began implementation of the Integrated Employment Intervention Route toolkit.
- Project implementation continued in Bogotá, Medellín, the Coffee Region, Valle del Cauca, and Tolima, in which a total of:
 - 488 job vacancies were identified
 - 330 people in the process of reintegration were assisted with their professional profiles in order to enter the employment route
 - 154 people in the process of reintegration attended selection processes
 - 65 people in the process of reintegration were hired
- **Project: Income generation project in the shoemaking sector, and transfer of the project model to the ACR (*Status: Project formulated with the ACR*)**

IOM and the Center for Productive Development of the Leather and Shoemaking Sector (Centro de Desarrollo del Cuero y el Calzado) have been implementing a shoemaking educational model as an income generation project for demobilized people in Medellín since 2009. This project has had the financial support of USAID. Due to the positive results of this initiative, which engages demobilized people with local shoemaking businesses, the model has been extended to Bogotá, Cali, and Pereira.

This extension of the project will include 150 new participants (50 in Bogotá, 50 in Cali, and 50 in Pereira) and will complement the existing model through:

- Transfer of the model to the ACR, including the training of ACR professionals who will be able to manage job vacancies not only in the shoemaking sector but also in other economic sectors such as agriculture and industry.
- Diversification of the economic reintegration route, so that beneficiaries will be able to be employees or entrepreneurs by creating a business unit.

Project results this quarter include:

- Project activities were continued in the shoemaking workshop schools in Bogotá, Cali, and Pereira in which the following partial results were achieved:
 - The initiation phase was conducted with 33 people (7 demobilized people, 4 relatives, and 22 community members) in Pereira. Of this group, 23 are participating in work preparation and 9 were hired.
 - 24 demobilized people were hired in Cali, and 19 in Bogotá.
 - Planning began for the formation of the second groups of beneficiaries in all three locations, expected to begin in the first quarter of 2014.

- **Project: Program for the implementation of 15 “2x3 Mini-markets for peace and reconciliation” in Cartagena, Carmen de Bolivar, Barranquilla, and Sincelejo**

CORE is working in a public-private cooperation project with Coltabaco, Surtigas, Fenalco Atlántico, and local governments in a micro-franchise income generation initiative that also boosts reconciliation in local communities. The franchiser (Fenalco) allows the franchisee or investor (a legal association of three demobilized people) the right to the commercial use of its technology, use of its 2x3 brand, and access to its existent markets, to facilitate sustainable growth of the micro-franchise shops.

A network of fifteen 2x3 micro-franchise shops were formed along the Caribbean coast in Cartagena, Carmen de Bolivar, Barranquilla, and Sincelejo, and are attended and managed by people in the process of reintegration with monitoring and support from the involved entities. The objective here is to ensure the economic stability of the ex-combatants and their families by providing them with the means and capabilities to manage 2x3 micro-franchise mini-markets.

The first mini-market opened in November 2011 in Ciudad Jardín Barranquilla, and functioned for one year as a pilot, contributing to the opening of five more mini-markets in December 2012.

Project results this quarter include:

- In October, this initiative was awarded the “Emprender Paz” (Embark on Peace) Prize for having had a great impact on the generation of sustainable opportunities in communities affected by the armed conflict, for its replicable nature, and for the high involvement of the organizations involved.
- In December, the sixth mini-market was inaugurated in Cartagena, named “Mini-market 2x3 La Consolata” after the neighborhood in which it is located.

Strengthening the OAS mission to support the peace process in Colombia (MAPP/OEA)

USAID and the IOM work with the OAS Mission to Support the Peace Process (referring to AUC demobilizations) in Colombia (MAPP/OEA) by providing the tools and resources necessary to implement the organization’s mandate as it pertains to post-demobilization monitoring and verification, institutional strengthening, and accompanying local initiatives that affect quality of life improvements for demobilized and host populations.

MAPP continued monitoring and verification activities for the reintegration program, the Justice and Peace Law, and the current state of security.

Activities included:

- 75 field visits were carried out in 125 municipalities.
- 10 Bi-monthly monitoring field reports on general aspects of the reintegration process from our Regional Offices.
- 10 focus groups for the general monitoring of the ACR reintegration program in different regions.
- 7 focus groups for the post- ACR graduation monitoring of ex-combatants (3 pending for next year).
- The Mission carried out a special focus group with ex-combatant women on “motherhood” and practical lessons on maternal responsibilities and childcare in Villavicencio. This focus group was

carried out at the request of many ex-combatant women who have difficulties assuming their role and duties as mothers.

- 6 special exercises to support the monitoring process of some community service projects implemented by IOM contractors (focused on the contribution to reconciliation). This is a special collaboration with the SAME team.
- Regarding the verification of reintegration, the Mission visited 48 of the municipalities in which the highest percentages of demobilized population are concentrated.
- The first chapter of the DDR Review 2004-2014 was circulated among all members of the Mission, at the central and regional levels. Their comments were taken into consideration by the DDR team and incorporated to the main document. Thus, the first chapter was finalized and is ready for publishing.
- Regarding the implementation of Law 1424/10, during the period the Mission continued to focus on monitoring different elements of the Law 1424, trying to identify advances and bottlenecks in the implementation of a very complex institutional system created by this law, which requires cooperation between the CMH, the Special Prosecutor's Office for 1424, and the ACR. The MAPP/OAS regional offices have reported advances in some territories: In Norte Santander, more than 300 "Agreements for Truth and Historical Memory" and their completed files were released by the ACR to the CMH; In Santander, the number increases to approximately 400 files; In Sincelejo (Sucre), the number has risen up to approx. 200 files.
- MAPP-OEA made recommendations regarding the application of the Reform of Law 975, Law 1592/2012. Regarding the Prioritization Policy Directive 001, during this quarter the Mission also carried out interviews with 30 District Attorneys, the majority of whom are in Bogota (the other 40% are divided between Barranquilla and Medellin), regarding the reform and the prioritization policy. The findings and analysis from these exercises will also feed into the recommendations report which will be presented to the AGO in February 2014.
- During this period, the Mission was able to monitor several hearings. Among the most important hearings were the accusation hearing of Herbert Veloza Garcia et al, the accusation Hearing of Ely Mejía Mendoza, the exclusion hearing of Daniel Rendón Herrera, the conviction/ruling of Rodrigo Pérez Alzate, the conviction/ruling of Herbert Veloza García, and the accusation Hearing of Luis Eduardo Cifuentes Galindo.
- MAPP made monitoring visits to 40 prisons administrated by INPEC, where individuals whose cases are being processed under the Justice and Peace Law are detained.

IR 2: OPERATIONAL MECHANISMS TO ESTABLISH DEFINITIVE LEGAL STATUS OF EX-COMBATANTS

The GOC reintegration policy covers the legal treatment of ex-combatants who registered under the Justice and Peace Law (Law 975 of 2005) as being guilty of crimes against humanity. It also addresses the legal standing of rank-and-file ex-combatants covered under the Legal Status for Ex-Combatants Law (Law 1424 of 2010), which allows for these ex-combatants to avoid jail time in exchange for fulfilling community service and truth-telling requisites, and participating in the GOC's reintegration program.

IR 2.1: Attorney General's Office, MOJ, Inspector General's Office, and Court system increase capacities for judicial processing of ex-combatants

ATTORNEY GENERAL'S OFFICE

- **Project: Support for the Justice and Peace Unit (Status: Ongoing)**

The Attorney General's Office is in charge of investigating the judicial processes for all demobilized individuals who seek benefits under the Justice and Peace Law. CORE has provided support to the Office since 2006. Since 2013, activities with the AGO have related to legal processing of ex-combatants under the Justice and Peace Law and Legal Status of Ex-Combatants Law.

Project results this quarter are divided between the Sub-Units of the Attorney General's Office Justice and Peace Unit with which CORE is working.

1) Prosecution of Assets Sub-Unit

This project works in two specific areas: 1) support for the case prioritization strategy designed by the Justice and Peace Unit, particularly in clarifying patterns of macro-criminality in land usurpation and forced displacement; and 2) collection of information related to the land restitution requests made in the unit, entering information in the Land Restitution Unit's database, and sending files to that entity.

- The first area has three phases of action: i) analysis of files and other documentation that records the criminal activity related to land usurpation and forced displacement in the 16 prioritized Justice and Peace Law cases being examined, ii) tabulation of the information within the matrix designed by the Sub-Unit, and iii) creation of the content reports of patterns of macro-criminality, destined for the Director of the Justice and Peace Unit.
 - During this quarter, a total of 848 cases related to usurping of land were analyzed, 1,036 cases of land usurping were registered in the SIIJYP, 117 reports about different cases being processed under the Justice and Peace Law were created, and 12 reports on macro-criminality and land usurping were sent to the AGO's Justice and Peace Unit.
- With respect to the second area of project activity, progress continued in the organization and transfer of 203 land restitution requests made to the Land Restitution Unit. Forty-seven new files were created to assist in this transfer. In addition, land title information was verified for 267 files in the SIIJYP with the goal of verifying whether the people registered as owners of the plots were claiming back their land. Additional information pertaining to land restitution cases was verified and updated.
- IOM consultants are supporting the specialists from the Prosecution of Assets Sub-Unit in the analysis of prioritized cases. Thirty case files were analyzed by the team, and three were identified as being part of the assets of the 16 cases whose processing is prioritized by the AGO. The Sub-Unit requested that 18 of these assets be frozen so that they cannot be re-sold or otherwise re-allocated outside the judicial process associated with the 16 prioritized cases.

2) Exhumations Sub-Unit

CORE continues to support the Exhumations Sub-Unit in the identification and delivery of human remains. The work was structured in the following way:

- a) CTI Genetics Laboratory: This quarter, 24 genetic profiles were registered in the CODIS software. The Sub-Unit's experts analyzed 45 DNA samples, of which 14 were tested for matches with the genetic profiles of relatives, and seven were found to be genetically compatible. In addition, 1,200 kits were compiled to identify and take DNA samples, and 500 of these were sent to experts to continue their work on the samples.
- b) Search for and identification of disappeared people: This quarter, support was provided to the CTI Genetics laboratory in the analysis of the cases of 208 victims of forced disappearance. One hundred and forty-eight reports to the National Legal Medicine Institute were evaluated and registered in the Sub-Unit's database, and 1082 case files were analyzed and registered in the SIRDEC database cases from the departments of Atlántico, Magdalena, Bolívar, César, and Sucre, achieving the consolidation of 13,366 files at the national level.
- c) Updating and analysis of the databases of the Attorney General's office for the formulation of patterns of macro-criminality according to the Justice and Peace Unit's Prioritization Plan: The Sub-Unit revised and analyzed 2,836 cases registered in the SIJYP with the goal of clarifying patterns of macro-criminality. Four database analysts were hired to strengthen the team in this area.

3) Victims' Sub-Unit

Support for the Victims' Sub-Unit focuses on the construction of patterns of macro-victimization that complement the analysis of macro-criminality conducted by the different areas of the Justice and Peace Unit under Law 975/05. This work also mainly relates to the 16 cases prioritized by the 2013 Action Plan.

This quarter, the Universidad Externado de Colombia presented the macro-victimization reports on the following four prioritized cases:

- Calima and Bananero blocs, the ultimate responsibility of Hebert Veloza García (alias HH).
- Magdalena Medio bloc, the ultimate responsibility of Ramón María Isaza (alias El Viejo).
- Tayrona Resistance Front, the ultimate responsibility of Hernán Giraldo (alias "El Patrón" or "Taladro").
- Vencedores de Arauca Front of the ACCU bloc, the ultimate responsibility of Miguel Angel Mejía Múnera (alias El Mellizo).

The university is developing a project that defines and analyzes "macro-victimization" or victimization on a massive scale in the context of the armed conflict. The project establishes criteria for the identification and construction of patterns and their application to the crimes of forced disappearance, forced displacement, illegal recruitment, and crimes related to gender-based violence in the 16 prioritized cases. Project activities will also result in the 16 patterns of macro-victimization being handed over to the AGO, as well as the methodological tools for their construction. The goal here is that these tools be replicated by the AGO in the investigation of other cases in the future.

4) Subversion Group

This project aims to provide technical and operational support to the Subversion Group in work related to information management, and updating and administration of information systems as the fundamental base for the process of investigating and constructing patterns of macro-criminality of the subversive groups prioritized by the 16 selected cases.

Fifteen IOM-hired database technicians supported the Subversion Group in updating its information management systems, including the registration and systematization of 33,083 files on victims of the illegal armed groups. Between August and November 2013, these database technicians updated 45,447 files on criminal acts attributed to the illegal armed groups, and 94,761 victims' cases registered in the SIIJYP. This represents 47.9% of the registered victims in that information system. It is expected that 79% of the registered victims' files will be updated by the end of February 2014.

5) Demobilized Persons Sub-Unit

The Demobilized Persons Sub-Unit is tasked with investigating ex-combatants who are not registered under the Justice and Peace Law. This Sub-Unit must verify that these former combatants are entitled to judicial benefits under Legal Status for Ex-combatants Law (Law 1424/10).

This quarter, the Sub-Unit received 25,998 judicial processes, issued 4,465 alternative sentences, gave 719 cases an order for arrest, passed 6,300 cases without an order for arrest, and conducted investigative interviews with 8,065 individuals. In addition, two lawyers were hired to strengthen the work of regional offices in Bogotá and Bucaramanga.

INSPECTOR GENERAL'S OFFICE

INTERINSTITUTIONAL COMMITTEE FOR JUSTICE AND PEACE

Decree 3460 of 2007, a regulation under the Justice and Peace Law, created the Inter-institutional Committee for Justice and Peace to coordinate institutions with responsibilities under the Law.² The Committee created technical working groups to generate inputs for decision-making on policy. One of these working groups, focused on Information Systems, took on the challenge of structuring a single information system for the Justice and Peace process.

- Project: Interinstitutional Information System for Justice and Peace or SIIJYP (Status: Ongoing)

The SIIJYP was designed to consolidate all of the data related to the implementation of the Justice and Peace Law. Project results this quarter are as follows:

² By law, the Committee includes the Vice-President's Office, Ministry of the Interior, Ministry of Defence, Office of the High Commissioner for Peace, *Acción Social* (now the Department of Social Prosperity), Attorney General's Office, High Judicial Council, Supreme Court, National Ombudsman's Office, Inspector General's Office, National Family Welfare Institute, National Commission for Reparations and Reconciliation (now defunct), and High Commissioner for Reintegration (now the ACR).

- The project team has worked with SISTEMA COLOMBIA, who is in charge of developing the project, to make the system work in an integrated way as an information system. Tests began on newly developed components of the system.
- Work continues on other documentation modules related to the Exhumations Sub-Unit, judicial benefits for ex-combatants of illegal armed groups, and the ACR and OACP web services.
- Work began on the plan to implement new components of the system with entities including the AGO, Ministry of Justice and Law, Inspector General, and Special Administrative Unit for Integrated Victims Reparation (Victims' Reparation Fund). Two teams were hired to provide data entry services and update the information in the system.
- The system is currently being used by the Ombudsman's Office, AGO, Ministry of Justice and Law, and Special Administrative Unit for Integrated Victims Reparation (Victims' Reparation Fund). Their use includes the modules for assets, asset administration, unique victims' attention route, cases, administration, security, victims' protection, witnesses, and others.
- Work continues to sign inter-administrative agreements to guarantee the system's operation with the ACR and the National Information Network.
- Work continues to establish the requirements for the construction of modules for exhumations and the second stage of the interconnected assets module.
- The corresponding matrixes were also generated for each training session.
- As is mentioned above in the "Context" section, a new decree (number 3011) was issued on the 26th of December to transition from the SIIJYP to a new *Inter-institutional Transitional Justice Information System (SIJIT)*. Preparations for this transition will begin in the first quarter of 2014.

IR 2.2: ACR, CMH and Court system assist ex-combatants to meet conditions for legal benefits

- Project: Identification, implementation, and systematization of community service activities (*Status: Ongoing*)

CORE reinforced ACR efforts in the development of community service activities that facilitate reconciliation between the community and the demobilized individuals participating in the reintegration process under Law 1424 of 2010.³ With the support of the CORE and the regional operators, the ACR offers community service activities in the following areas: 1. Enhancement of public spaces; 2. Environmental recovery; 3. Monitoring and support for health services; 4. Monitoring and support in food services and programs in vulnerable communities; 5. Creation of spaces for recreation, art, culture, and sport; 6. Knowledge advancement programs; 7. Services according to the vocation of the participant (sewing, electricity, mechanics and maintenance, construction, I.T., etc.)

³ Community service has four essential components relating to reintegration: 1. Provide a space for community development in which participants in the reintegration process take responsible citizen action. 2. Strengthen the citizenship competencies of the participants in the process of reintegration. 3. Contribute to the strengthening of intellectual capacities and personal competencies of the participant. 4. Contribute to the construction of circumstances that facilitate peaceful coexistence in the communities that house them (based on the protocol for reconciliation activities of the ACR 2011).

Community service activities contribute to the improvement of the quality of life through initiatives that respond to the needs of the communities that host demobilized ex-combatants who are part of the governmental reintegration program. Community service also aims to provide a symbolic space in which demobilized individuals benefit society, which was previously negatively affected by their actions, thereby affirming their commitment to legality, overcoming violence, and inclusion in the community. The activities also strengthen participants' citizen and personal competencies, and contribute to peaceful coexistence in receptor communities.

The project agreement with operating partners finished in October, and the project itself will continue until March 2014 directly implemented by ACR and SAME representatives, which will assist 3,000 more participants. The goal is to create spaces so that people in the process of reintegration can fulfill the legal requisite and commitment with the psychosocial route. CORE supported the ACR in benefitting 74% of the participants that the ACR aims to benefit in 2013.

Project results this quarter include:

- 82 action plans for community service with operating partners were approved to occur over seven months, and 95 were approved for implementation by the ACR over 4 months.
- 3,567 participants registered to become engaged with community service activities, representing 97% of the target. Two thousand thirty-nine of these will be part of community service activities implemented directly by ACR, which is 91% of the total target.
- 2,900 participants received the certificate for 80 hours of community service. ACR and IOM personnel have also found that in some cases, participants continue to participate in community service activities as volunteers, even after they have completed the time requirement.
- On average, the project has coverage of 79% of the entire participant population (those who are registered, attending, and/or certified).
- The operating partner results demonstrated that they registered 109% of the target number of participants, and 95% of the target number were certified as having finished community service.
- The contracts with operating partners are now in the process of final revision and liquidation (revision of technical reports, financial reports, and planning of final payments).
- The following conclusions were identified by an operating partner who focuses on human rights:
 - The time it took to identify community service activities was less than expected, but the time it took operating partners to make action plans to fulfill these opportunities was too long, therefore driving a transfer to direct implementation by the ACR.
 - The presence of ACR and SAME representatives in the monitoring of community service project implementation is essential for rapid responses to unforeseen problems in project implementation.
 - The lack of sanctions and formal processes for participants who drop out of community service activities has affected the fulfillment of participation targets and the image of the community service projects in the communities and institutions involved.
 - Direct implementation of community service activities by the ACR, instead of third-part implementation by operating partners, is more rapid and efficient.

- The SAME team's support in identifying community service activities, formulating action plans, and implementing activities facilitated the approval of action plans by the technical committees, as well as facilitating monitoring and resource procurement.
- Community service is an important way for the ACR service centers to make people more aware of the reintegration process, to facilitate inter-institutional communication, and to strengthen partnerships with public entities.
- The creation of measurement instruments allows transformations in the participants and the communities to be seen and tracked.
- The most popular community service activities are the improvement of public spaces and environmental recovery.
- Information was sent to the Center for Historical Memory and the AGO's Justice and Peace Unit so that they can access data about ACR participants who are conducting or have not fulfilled the community service requisite. The aim here is that these entities can choose their priorities for the hearings and interviews conducted as part of the fulfillment of Law 1424 of 2010, and make sure that each participant has made plans to fulfill the community service requirement.
- The SAME team continued the application of the perception and previous knowledge surveys with community service participants, receptor communities, and organizations involved in the project. These surveys take place at the beginning and the end of the community service project, and ascertain understanding of community service practices, and opinion of the benefits and functions of community service. 651 participants, 98 institutional representatives, and 1,261 people from receptor communities participated in the pre-project surveys in this quarter. 342 participants, 70 institutional representatives, and 524 people from receptor communities participated in the post-project surveys. The results will be used to create project reports that provide recommendations and lessons learned for the ACR.

- **Project: Methodologies for Ex-Combatant Contribution to Historical Truth and Reparation (Status: Ongoing)**

The CMH is responsible for collecting, organizing, and analyzing the contribution made to the construction of historical memory by demobilized persons under the Legal Status for Ex-combatants Law (Law 1424/10). Results this quarter include:

- The Office of Agreements for Truth continued activities related to the preparation and adjustment of instruments used to collect, systematize, and value contributions to truth.
- The process of interviewing demobilized people in the 10 regional offices was continued. 1,718 people were made aware of the initiative, 256 were called to interview, and 157 were certified as having made this contribution to the truth.

- **Project: Communications Campaign on Legal Status of Ex-combatants Law (Status: Ongoing)**

Support for the ACR, CMH and AGO in the design and implementation of a communications strategy targeting ex-combatants, journalists and receptor communities in order to expand their understanding of Law 1424/10. This strategy includes explanations and information about the purpose of the Law, GOC institutions involved in

the implementation of the Law, and requirements and procedures that must be fulfilled in order to receive legal benefits.

Results this quarter include:

- The song “I ask for forgiveness” (Pido Perdón) about reconciliation was launched at the South-South cooperation event held by the ACR in Cali in October. A media tour went to Cali with the music group La Iguana to promote the song.
- The company Contrapunto was hired to develop a documentary about historic truth in the reintegration and reconciliation process in Colombia. The filming is planned for the first quarter of 2014.
- Workshops were held to teach journalists about Law 1424 of 2010 in Montería (October 4th) and Cartagena (October 10th). This concluded the media workshops activity, but due to the success of the initiative, an additional workshop was proposed for Bogotá for February 2014.

IR 3: GOC SUPPORTED TO DEVELOP CONFLICT MANAGEMENT STRATEGIES

Under this result, CORE will strengthen governmental institutions by responding to GOC requests for conflict management input, analysis, fora for dialogue, information management support, and other initiatives that enhance the GOC’s conflict management capacity. Activities under this result focus on building knowledge as well as technical and operational abilities of the GOC for conflict management. It is expected that these activities will incorporate a tailored approach to gender and ethnicity, as experiences in Colombia show that these groups are impacted differently by conflict and peace, and international best practice advises incorporating differentiated perspectives to peace-building strategies.

The team’s activities continue in the following areas:

- Daily collection of information about the peace process and preparation of relevant documents, including weekly peace process reports to be sent to USAID. Thirteen weekly peace reports were distributed this quarter.
- Organization of events related to the peace process, including conversation sessions with relevant people such as representatives of USAID, the CMH, the Ministry of the Interior, the Ministry of Justice and Law, the Attorney General’s Office, the Colombian Agency for Reintegration, and the High Commissioner for Peace.
- Compilation of research documents regarding the demobilization and characterization of the FARC and other issues related to the DDR side of the peace process.
 - This quarter, CORE wrote four documents requested directly by the High Commissioner for Peace as a result of CORE’s extensive experience and expertise in DDR and related topics. These documents include judicial, economic, and institutional considerations for the GOC to take into account in the possible case of a peace agreement with the FARC. These documents dealt with: DDR and transitional justice; models of demobilization; evaluation of the Justice and Peace Law; and Mid-Level Commanders.
 - The team continued the distribution of monthly “Spotlight” documents. This quarter, spotlight topics included Truth Commissions, political participation of ex-guerrilla groups in international cases, and a characterization of the ELN guerrilla group. The objective of these documents is to

present lessons learned from national and international cases, thereby contributing to the design and implementation of relevant policy and programs in DDR and related fields.

- The team produced the first of a series of analyses of locations in which large numbers of ex-combatants are expected to demobilize as a possible result of the GOC-FARC peace process. The document created this quarter focused on Putumayo, and analyzed conflict dynamics, the humanitarian situation, and the economic and political crises that have affected the region.
- A statistical analysis was conducted to identify the “top 100” municipalities to which the greatest number of ex-combatants from the FARC is expected to re-locate in the case of a peace agreement with this group.
- Coordination of projects with external entities to use effective information generation and management to support the GOC in conflict management and reconciliation strategies.

MONITORING AND ANALYSIS OF CONFLICT DYNAMICS AND PEACE NEGOTIATIONS

This project aims to generate technical material as well as analytical and informational documents related to conflict dynamics in Colombia and the current GOC-FARC peace process. The goal here is to contribute to a detailed and comprehensive understanding of the complexities of the peace process.

Project results this quarter include:

- Media monitoring reports about the peace process and the armed conflict.
 - Daily collection of relevant news in the regional and national news sources. In 2013, 3,940 news articles were systematized.
 - Based on these articles, FIP sends a report to IOM, think tanks, universities, governmental entities, and international cooperation entities twice per week.
 - FIP has now sent seven monthly reports on the peace process, which include five sections: 1) Main events in the peace process; 2) Relevant facts about the armed conflict; 3) Summary of the arguments and positions taken by the peace delegations at the negotiating table; 4) Opinions of a range of relevant experts; 5) Positions taken by international actors.
- Regional reports on the armed conflict.
 - FIP delivered the drafts of the reports on Bajo Cauca and Tumaco for IOM revision. In total, four regional reports on conflict dynamics have been published, analyzing the departments of Tolima, Meta, Catatumbo, and La Guajira.
- Diagnostic reports on armed conflict and security
 - FIP handed in a report on the positions taken by the ELN with respect to recent peace processes. This includes the differences between the GOC’s stance and that of the ELN, the participation of civil society in an eventual peace process with the group, and topics such as DDR among others.
 - FIP and IOM organized two important meetings, one to present project results and conclusions to USAID, and another with USAID to present project results to the High Commissioner for Peace. These meetings also assisted in the identification of topics of future interest for the High Commissioner for Peace.

EXCHANGE OF KNOWLEDGE AND LESSONS LEARNED RELATED TO THE PEACE PROCESS AGENDA TOPICS

This project aims to generate spaces for diverse entities to exchange knowledge, experiences, and lessons learned related to a possible eventual implementation of a peace agreement between the GOC and the FARC. This input will also contribute to more general discussions on peace-building. The knowledge and lessons learned that are discussed in these spaces contribute to analysis of peace-building and post-conflict transition.

Results this quarter include:

- On the 17th of November, CORE organized a conversation session titled “The Legal Framework for the Crime of Child Recruitment by the FARC.” A total of 20 people assisted, and represented the High Commissioner for Peace, the ACR, the ICBF, the Victims’ Unit, the Ministry of Justice, and IOM among others. The session was a space for exchange of information in which discussion focused on lessons learned in the legal processing of the crime of child recruitment, and the GOC’s main challenges in this area were analyzed.
- A new project was initiated with operating partner FUCUDE. Six regional seminars will be held with the objective of disseminating regional experiences of peacebuilding in different parts of the country, thereby exchanging lessons learned in this area. These will include experiences of political negotiations related to the conflict, and social initiatives focused on regional peacebuilding.
 - The project card for this project was created during this period, and hiring will be completed in the first quarter of 2014.
- A new project was initiated with operating partner Proyectos Semana, called “Reconciliation Colombia: Support for the design and implementation of the website and a collaborative network for topics related to post-conflict and reconciliation.” This activity aims to facilitate the exchange of information, regional dialogue, and coordination between the private sector, public sector, and other entities. Support will be targeted at the implementation of the Reconciliation Colombia website as a platform to exchange information about reconciliation in Colombia and regional visions and actors who are involved in this field.
 - The contract with Proyectos Semana was signed in this quarter, and the process of designing the website was begun. IOM attended the project technical committees in which the different dimensions of the Reconciliation Colombia initiative are discussed, and the entities involved provide technical input. Proyectos Semana asked IOM for technical input on its work in displacement, disengaged youth, and victims. IOM is progressing in this task.
- The project “Lessons learned for Peaceful Coexistence” was also initiated with operating partner CINEP. This project aims to identify and disseminate urban and rural experiences of peaceful coexistence with the goal of highlighting lessons learned to provide input to entities that work in this area and for the definition of public policy. This project builds on recommendations and lessons learned by CORE and Fundación Social in the National Reconciliation Index project (details below), taking into account the current peace process.
 - The project card has been created and the hiring process was started.

STRENGTHENING LOCAL CONFLICT MANAGEMENT CAPACITY

Activities under this project area aim to strengthen the relationship between the central government and the regions, especially with respect to initiatives that contribute to lasting and stable peace.

- CORE began to implement a “Reintegration and Reconciliation” project, which aims to address the limited capacity of local government to contribute to overcoming the challenges implied by reconciliation and reintegration. The project involves a diagnostic of local needs and capacities in terms of reintegration and reconciliation in seven municipalities of the country, and will produce a document of lessons learned about these topics. A guide will also be produced to assist the implementation of reintegration and reconciliation initiatives at the local level.
 - The project card for this activity has been created. Activities will begin in January.
 - The project coordinator has been selected, and the terms of reference for the other positions have been approved.
- A Reconciliation Center in Florencia has also been initiated with Fundación para la Reconciliación. The main objective of this initiative is to implement a community proposal in Florencia to generate and promote inclusion and peaceful coexistence with the participation of community and institutional actors. This project was requested by the ACR based on the belief that it will facilitate reintegration for demobilized people.
 - In this quarter, the project card was created and the hiring process was initiated.

- Project: Systematization and analysis of civil society proposals on the current peace process

This project was requested by the Office of the High Commissioner for Peace (OACP) with the objective of providing support for the systematization of civil society proposals submitted for consideration at the negotiation table. The database systematizes these proposals according to the following variables: 1) Identity of the person(s) who made the proposal 2) Characterization of the proposal and 3) Conceptualization of the proposal. The GOC will therefore have a mechanism that allows it to analyze these proposals at the negotiating table with the FARC, as well as contributing to the historical memory of this process.

Project results this quarter include:

- Fundación Ideas para la Paz (FIP) showed progress in the systematization of 100% of the proposals presented by civil society, which represents a cumulative total of almost 12,000. The proposals mainly came from the Forum on Political Participation, regional roundtables held by congressional peace commissions, and the Rural Development Forum requested by the negotiating teams.
- Based on the information collected through the systematization of the proposals, FIP has written 21 statistical, narrative, and analytical documents, as well as other reports with experts and descriptive documents per the request of the High Commissioner for Peace.
- In this period, FIP and IOM met with USAID to present the project’s progress. The High Commissioner for Peace requested a project extension of seven months, which was approved by both IOM and USAID.

- **Project: National Reconciliation Index (IRN)**

The IRN is a tool that aims to evaluate, monitor, and modify reconciliation policies based on four dimensions: trust; democracy; land; and victims' rights. Each of these dimensions includes categories associated with a set of specific indicators. The pilot project of the index is being conducted in Bogotá, Medellín, and San Carlos.

Project results for this quarter include:

- The final stage of designing and publishing the index reports began. The company hired to produce the graphics will deliver the publications and graphics on the 17th of January in San Carlos, Medellín, and Bogotá so that they can be revised by IOM, Fundación Social, and the Victims' Unit, as well as the mayor's offices of the municipalities involved. Each entity will have a limited time to send suggestions and recommendations for changes to the document, and then a publication date will be confirmed.
- CORE continued work with the Victims' Unit and the ACR to define strategies that guarantee effective transference of this tool to the GOC.

- **Project: Technical support in the development of government tools for conflict management**

CORE is negotiating the terms of a project with the High Commissioner for Peace and the Ministry of the Interior to strengthen the knowledge and participation of local authorities in topics related to the current peace process. The formal agreement for this project will be ready in the first quarter of 2014.

- **Project: CONPES formulation of a new reintegration model**

The objective of this project is to institutionally strengthen the formulation of new reintegration policy for the National Council for Economic and Social Policy (CONPES). A team of experts has been hired to create proposals for an eventual demobilization of illegal armed groups. These will take into account background, lessons learned from the current process with the AUC, expectations of the demobilized population, civil society, public institutions, and international cooperation.

The CONPES team made proposals that address factors that are deemed to need implementation or revision based on the work currently being implemented. These proposals are structured around topics related to operations including judicial issues, reinsertion-related topics, direct assistance to the demobilized population, community-oriented economic reintegration, and citizen participation. The proposals were standardized in a format that will facilitate efforts to disseminate and raise awareness about them.

The following proposals were made in the reporting period:

- Disarmament and Demobilization
- Reinsertion as the basis for reintegration
- Economic, political, and social reintegration
- Political participation
- Analysis on the Judicial Framework for Peace

- Analysis of the International Criminal Court’s position on the Colombian reintegration process
- Victims’ Rights
- International experiences of verification processes
- Lessons learned in Colombian DDR processes
- Analysis of the FARC’s political discourse
- Guidelines for the creation of an integrated Disarmament, Demobilization, Reinsertion, and Reintegration policy for the construction of lasting and stable peace
- Technical recommendations for the development of DDR policy

Although the project originally had a deadline of December 31st 2013, the ACR and USAID agreed upon a one-month extension so that the CONPES team can consolidate the project results and information into a final report.

IR 3 GOC supported to develop conflict management strategies		Number of Beneficiaries	Amount in USD* IOM	Amount in USD* Total
1	Fundación para la Reconciliación - Centro de Reconciliación Florencia	0	90.764	100.318
2	CINEP - Aprendizajes para la convivencia pacífica	0	135.041	158.575
3	Fundación Cultura democrática - Seminario: Los Proceso de Paz en Colombia	0	198.242	198.242
4	Proyecto Semana - Reconciliación Colombia	0	94.181	94.181
TOTAL		0	518.228	551.316

4. Challenges Encountered and Actions Taken

Three challenges were encountered this quarter: 1) uncertainty regarding a possible peace process with the ELN guerrilla group; 2) institutional turnover in the ACR; and 3) inter-institutional coordination in the SIJYP project.

1) Intermittent news and tentative reports of plans for a peace process with the ELN guerrilla group were received this quarter. Negotiations with this group would be extremely significant in putting an end to the armed conflict in Colombia and terminating guerrilla activity. Although the group is small at approximately 1,200 members, it has a long history of activity in Colombia, with ideological and political goals that range from increased national control of natural resources such as petroleum to increased access to education for broader sectors of the population. A peace agreement with this group would imply its demobilization, which may or may not occur as part of a program designed for the FARC as part of negotiations with that group. The possibility of such an agreement therefore requires planning and preparation by CORE and its governmental partners in order to properly support both a peace process with the ELN and possible demobilization and associated peacebuilding strategies in the post-conflict phase. However, the intermittent nature of the reports on pre-process talks, and the general lack of information surrounding the possibility of a peace process have presented challenges to the planning of possible reintegration initiatives under IR1 and IR2, and especially the production of useful materials under IR3. CORE has overcome this challenge by working with experts, universities, and think tanks in the generation of high quality documents using a wide variety of available sources, and focusing on previous peace processes with the ELN that provide clues about the possible characteristics of a 2014 process with this group.

2) The ACR was in administrative transitions during most of 2013, involving changes in personnel, operational processes, and other areas that affect collaborative work with CORE. This institutional turnover has delayed the definition of various activities and the implementation of agreements within the timeline initially agreed. To confront this challenge, CORE and ACR have formed joint committees to monitor the fulfillment of agreements between the two entities, and to make sure that gaps in personnel capacity do not affect the progress of projects and activities.

3) One of the greatest challenges presented by inter-institutional cooperation in the SIJYP project and associated activities are the administrative processes involved, especially in the signing of agreements between the Ministry of Justice and Law, and other entities that form part of the system. The Transitional Justice Directorship has therefore consolidated coordination procedures to facilitate and accelerate these processes and ensure the rapid signature of agreements.

5. Priorities for Next Quarter

IR 1: ACR DESIGNS AND IMPLEMENTS THE GOC REINTEGRATION POLICY

With the ACR:

- **IECC & ISUN application**
 - Work with the ACR to construct the baseline of business unit viability to adjust the new IECC.
 - Initiate the creation of regional IECC and ISUN results reports by the SAME team.
 - Hire the team of consultants who will execute the project titled “Strengthening and promotion of the exercise of responsible citizenship of participants through Experiences of Mediation and Coexistence (IMC) in ACR Service Centers.”
 - Formulate the project plans for the systematization of successful experiences and best practices, in particular: the reintegration process in Ortega, Cauca; the mental health model; successful reconciliation processes, especially through community service; economic insertion models that can be constructed in house and include the 2x3 micro-franchises, among others.
- **In Employability Projects:**
 - Implement socioeconomic reintegration projects in rural areas to eventually serve as pilot experiences for ex-combatants who demobilize as a result of a peace agreement with the FARC.

With the MAPP/OEA:

- All chapters of the DDR review 2004-2014 will be released in January 2014.
- Regarding monitoring in prisons, approximately 70 of the cases being processed under the Justice and Peace Law will have served their time by August 2014, and 100 by December 2014. The Mission will continue to conduct interviews and systematize information and the ex-combatants’ perceptions regarding security risks upon leaving, and work expectations. The DDR Area will carry out the second and third phases of monitoring these cases in the field once they leave prison.

IR 2: OPERATIONAL MECHANISMS TO ESTABLISH DEFINITIVE LEGAL STATUS OF EX-COMBATANTS

- In order to close the community service project, a technical report will be compiled with the operating partners’ results. The report will be presented to the ACR, USAID, and the ACR service centers. Results will include information collected in the perception surveys applied to participants, institutional representatives, and receptor communities before and after community service.
- Create a project card to work with the Victims’ Sub-Unit on the investigation of gender-based crimes and illegal recruitment. This aims to be completed in January 2014.
- Continue the macro-victimization project with the Universidad Externado.
- Support the Demobilized People’s Sub-Unit in the investigation of demobilized people in the focus regions of the project. Investigative sessions will take place in February 2014.
- The transition from the SIJYP to the SIJIT as a result of Decree 3011 of December 2013, which will involve the participation of 22 state entities with support from USAID and IOM.

IR 3: GOC SUPPORTED TO DEVELOP CONFLICT MANAGEMENT STRATEGIES

- Initiate implementation of the projects with CINEP, FUCUDE, and Fundación para la Reconciliación.
- Continue to strengthen CORE’s relationship with governmental entities that work in peacebuilding so that CORE can respond to governmental needs and requests.

6. Financial Report

1. Federal Agency and Organizational Element to Which Report is Submitted USAID		2. Federal Grant or Other Identifying Number Assigned by Federal Agency Page (To report multiple grants, use FFR Attachment) 514-A-00-06-00305-00			1	of pages	
3. Recipient Organization (Name and complete address including Zip code) INTERNATIONAL ORGANIZATION FOR MIGRATION Carrera 14 No. 93B-46 Bogota, Colombia							
4a. DUNS Number 626534515	4b. EIN 1536003423A2	5. Recipient Account Number or Identifying Number (To report multiple grants, use FFR Attachment) A0847P1		6. Report Type <input type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annual <input type="checkbox"/> Annual <input type="checkbox"/> Final	7. Basis of Accounting <input type="checkbox"/> Cash <input type="checkbox"/> Accrual		
8. Project/Grant Period From: (Month, Day, Year) To: (Month, Day, Year) 06/02/2006 09/30/2014				9. Reporting Period End Date (Month, Day, Year) 12/31/2013			
10. Transactions					Cumulative		
<i>(Use lines a-c for single or multiple grant reporting)</i>							
Federal Cash (To report multiple grants, also use FFR Attachment):							
a. Cash Receipts					100.964.376,79		
b. Cash Disbursements					101.420.281,28		
c. Cash on Hand (line a minus b)					-455.904,49		
<i>(Use lines d-o for single grant reporting)</i>							
Federal Expenditures and Unobligated Balance:							
d. Total Federal funds authorized					114.997.891,85		
e. Federal share of expenditures					101.420.281,28		
f. Federal share of unliquidated obligations					6.244.400,89		
g. Total Federal share (sum of lines e and f)					107.664.682,17		
h. Unobligated balance of Federal funds (line d minus g)					7.333.209,68		
Recipient Share:							
i. Total recipient share required							
j. Recipient share of expenditures							
k. Remaining recipient share to be provided (line i minus j)							
Program Income:							
l. Total Federal program income earned							
m. Program income expended in accordance with the deduction alternative							
n. Program income expended in accordance with the addition alternative							
o. Unexpended program income (line l minus line m or line n)							
11. Indirect Expense	a. Type	b. Rate	c. Period From	Period To	d. Base	e. Amount Charged	f. Federal Share
g. Totals:							
12. Remarks: Attach any explanations deemed necessary or information required by Federal sponsoring agency in compliance with governing legislation:							
13. Certification: By signing this report, I certify that it is true, complete, and accurate to the best of my knowledge. I am aware that any false, fictitious, or fraudulent information may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 18, Section 1001)							
a. Typed or Printed Name and Title of Authorized Certifying Official Marcelo Pisani, Chief of Mission MARCELO PISANI / CHIEF OF MISSION				c. Telephone (Area code, number and extension) 571 6397777			
b. Signature of Authorized Certifying Official				d. Email address mpisani@iom.int			
				01/17/2014			
				14. Agency use only:			

Summary table this quarter:

Reporting Period:	October 1st to December 31th, 2013
New Projects Approved:	6
New Project IOM Financial Obligations:	\$ 877.414
Total Expenses for Reporting Period:	USD \$ 1.953.053

Projects approved this quarter by component and beneficiaries

Intermediate Result		Projects Approved	Number of Beneficiaries*	Obligated in USD** IOM	Obligated in USD** GOC	Obligated in USD*** Total
A. IR 1	ACR designs and implements the GoC reintegration policy	2	0	359.186	576.045	935.231
B. IR 2	Mechanisms operational to establish definitive legal status of ex combatants	0	0	0	0	0
C. IR 3	GOC supported to develop conflict management strategies	4	0	518.228	0	551.316
D.	Verification to the Process	0	0	0	0	0
TOTAL		6	0	877.414	576.045	1.486.547

Summary table-Cumulative figures

Total Projects Approved	
Total Projects Approved (Second phase):	200
Total Project IOM Financial Obligations (Second Phase):	\$ 35.581.538
Total Expenses (Cumulative figures):	USD \$ 101.420.281

Second Phase						
Component		Projects Approved	Number of Beneficiaries*	Obligated in USD** IOM	Obligated in USD** GOC	Obligated in USD*** Total
A. IR 1	ACR designs and implements the GoC reintegration policy	60	5.245	\$ 14.137.450	\$ 3.410.391	\$ 19.959.999
B. IR 2	Mechanisms operational to establish definitive legal status of ex combatants	15	12.642	\$ 3.526.506	\$ 5.074.673	\$ 8.904.977
C. IR 3	GOC supported to develop conflict management strategies	15	420	\$ 1.952.077	\$ 0	\$ 2.073.323
D.	Verification to the Process	3	0	\$ 3.500.000	\$ 0	\$ 3.500.000
E.	Justice and Peace- Assistance to Victims	47	26.555	\$ 7.197.451	\$ 630.583	\$ 13.276.799
F.	Projects in Transition	29	30.716	\$ 2.605.312		\$ 3.395.802
G.	Land Restitution	24	5.503	\$ 2.079.968	\$ 780.031	\$ 3.319.273
H.	Historical Memory	7	70	\$ 582.774	\$ 114.556	\$ 850.986
TOTAL		200	81.151	\$ 35.581.538	\$ 10.010.234	\$ 55.281.159

Table 2: Projects Approved (Cumulative figures) by component, beneficiaries. Second Phase

	Projects Approved	Number of Beneficiaries*	Obligated in USD** IOM	Obligated in USD** GOC	Obligated in USD** Total
First Phase	333	91.465	\$ 45.231.103	\$ 1.939.930	\$ 72.862.598
Second Phase	200	81.151	\$ 35.581.538	\$ 10.010.234	\$ 55.281.159

Annex 1. El Salado: Project in transition

The El Salado project is considered “in transition” because it is not attached to one of the Intermediate results of the recently approved log framework. The El Salado project will finish in September 2014.

A food security and income generation project will be developed for the victims in “El Salado” in accordance with an operations contract signed by INCODER and the IOM with *Asociación de Productores Campesinos Paz y Esperanza de El Salado – ASOCAMPES*, an association of 62 beneficiaries. This project will be conducted on 420 hectares on the plots of La Quimera (206 hectares) and La Conquista (114 hectares).

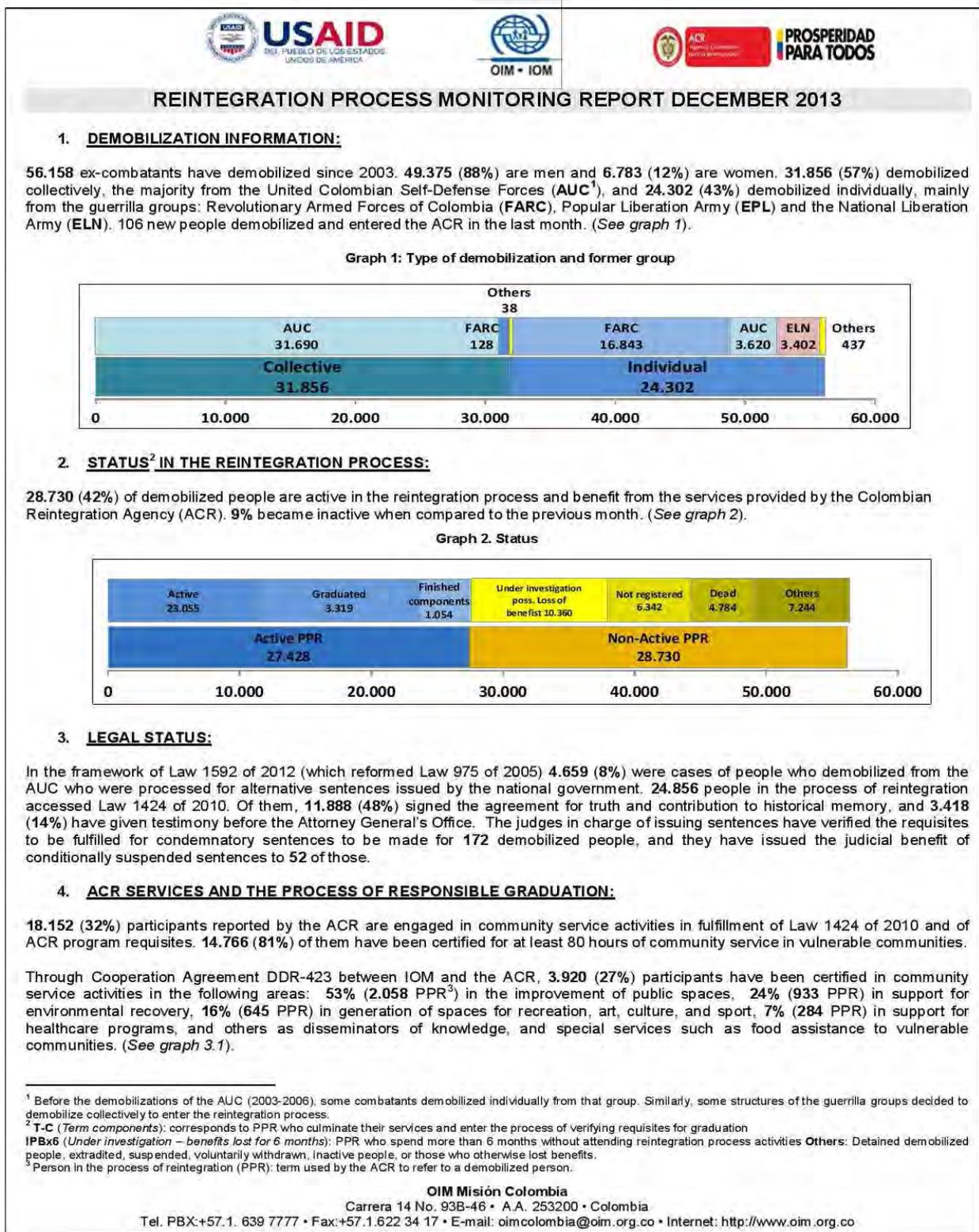
Project results this quarter include:

- Maintenance of 7 hectares of sesame and 2 hectares of plantain, cocoa, and forest plants.
- The crops established in the project (ñame, yucca, and corn) are in a satisfactory condition and the harvest will be ready at the beginning of 2014.
- The work, coexistence, financial, purchasing, and reconciliation committees are operating with the 20 people who are permanently committed to the project. However, the costs of labor continue to be high due to low productivity in the assigned tasks, and climate challenges have forced other activities to be conducted that were not included in original plans.
- The AGO Victims’ Unit wishes to be made part of the project and to contribute funds to the sum of 95 million pesos. CORE drew up the document that would formalize their participation, and sent it to partner INCODER for review. However, INCODER did not approve the document and therefore the Victims’ Unit’s engagement in the project was delayed. INCODER’s failure to approve the document was due to its change in leadership and administration, which also delayed the approval of the contract for the construction of the water reservoir and other infrastructure.
- Pacific Rubiales entered an agreement with Fundación Semana, an NGO also present in the region and one that has been invited to the operational committee to engage additional efforts and resources to advance with the reservoir infrastructure and the irrigation system.

Priorities for the next quarter:

- Obtain INCODER’s approval of the Victims’ Unit’s engagement in the project, and the subsequent funds from the Unit itself.
- Adjustment of the terms of reference by INCODER in order to hire for the construction and implementation of the water reservoir for the irrigation system, which is necessary for the sustainability of the productive project in La Quimera.
- Signature of the agreement with Pacific Rubiales for the hiring of the construction and implementation of the electric system, water reservoir, and irrigation system in La Conquista.
- Encourage and define the participation of 63 people in the project.
- Begin the credit request process.

Annex 2. Reintegration Process Monitoring Report- December 2013



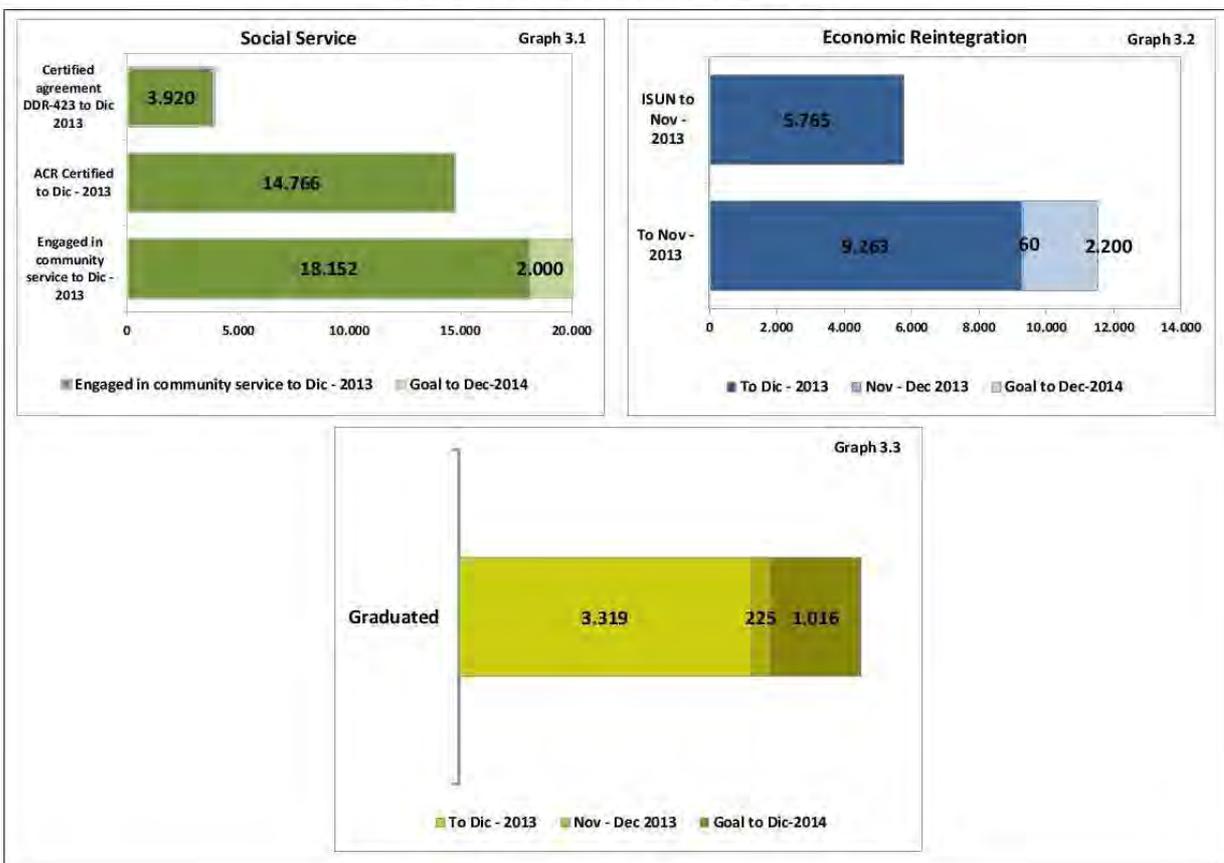
REINTEGRATION PROCESS MONITORING REPORT DECEMBER 2013

9.263 (16%) people in the process of reintegration have received support in economic insertion⁴, for entrepreneurship or strengthening of business units (UN). 5.765 (62%) of these receive monitoring visits for the ISUN⁵, which allows the identification of factors that affect the functioning of the business. Results obtained through the monitoring of businesses include: 1.910 (33%) UN are operating, 277 (5%) are at-risk, and 3.578 (62%) are closed. (See graph 3.2).

IOM currently supports the ACR in the implementation and strengthening of productive units to benefit around 1.500 demobilized people and in the consolidation of a model to manage productive units, which will be transferred to the ACR.

Between 2012 and 2013 the ACR graduated 3.319 PPR and the projection for the end of 2013 is 225 participants. (See graph 3.3).

Graph 3. Participants in the process of reintegration



Annual goals correspond to information provided by the ACR. Data up to December 31st 2013

⁴ Economic insertion: Participants who access a subsidy for a business plan or housing as part of the ACR program.

⁵ ISUN: Business unit monitoring instrument built and applied jointly by the ACR and IOM through regional teams.

Service Summary Table

Department		Labor Training	Human Development & Psychological Attention	Formal Education	Profiles & Vocational Orientation	Employability & Productive Projects	TOTAL * DEPARTMENT
National Coverage	Projected	1.612	0	229	0	1.010	2.851
	Actual	12	0	0	0	0	12
Antioquia	Projected	3.302	3.201	700	4.150	1.868	13.221
	Actual	118	139	0	0	30	287
Atlantico	Projected	175	125	0	0	212	512
	Actual	52	0	0	0	11	63
Bogotá	Projected	1.139	7.947	0	1.000	913	10.999
	Actual	155	19	0	0	69	243
Bolívar	Projected	238	985	0	200	287	1.710
	Actual	20	0	0	0	11	31
Caldas	Projected	55	30	0	0	95	180
	Actual	0	6	0	0	0	6
Cauqueta	Projected	40	0	0	0	50	90
	Actual	45	0	0	0	0	45
Casanare	Projected	140	50	0	0	100	290
	Actual	47	0	0	0	0	47
Cesar	Projected	726	505	0	1.825	877	3.933
	Actual	45	0	0	0	0	45
Córdoba	Projected	789	646	0	2.025	867	4.327
	Actual	66	0	0	0	0	66
Huila	Projected	55	0	0	0	69	124
	Actual	0	0	0	0	0	0
Magdalena	Projected	575	728	0	1.000	632	2.935
	Actual	47	0	0	0	0	47
Meta	Projected	280	383	0	500	505	1.668
	Actual	59	0	0	0	0	59
Norte de Santander	Projected	90	520	0	500	290	1.400
	Actual	26	0	0	0	0	26
Quindío	Projected	50	190	0	0	255	495
	Actual	0	10	0	0	0	10
Risaralda	Projected	665	605	0	150	927	2.347
	Actual	50	87	0	0	24	161
Santander	Projected	174	297	0	400	625	1.496
	Actual	95	0	0	0	0	95
Sucre	Projected	295	251	100	500	458	1.604
	Actual	65	0	0	0	6	71
Tolima	Projected	55	100	0	400	169	724
	Actual	0	42	0	0	0	42
Valle de Cauca	Projected	125	958	0	1.000	288	2.371
	Actual	26	70	0	0	25	121
TOTAL PROJECTED		10.580	17.521	1.029	13.650	10.531	53.311
TOTAL ACTUAL		928	373	0	0	176	1.477

Services summary Table - Demobilized individuals

Department		Labor Training	Human Development & Psychological Attention	Formal Education	Profiles & Vocational Orientation	Employability & Productive Projects	TOTAL PER DEPARTMENT
National Coverage	Population	12	0	0	0	0	12
	Demobilized	12	0	0	0	0	12
Antioquia	Population	118	139	0	0	30	287
	Demobilized	118	139	0	0	30	287
Atlantico	Population	52	0	0	0	11	63
	Demobilized	52	0	0	0	11	63
Bogotá	Population	155	19	0	0	69	243
	Demobilized	155	19	0	0	69	243
Bolívar	Population	20	0	0	0	11	31
	Demobilized	20	0	0	0	11	31
Caldas	Population	0	6	0	0	0	6
	Demobilized	0	6	0	0	0	6
Caquetas	Population	45	0	0	0	0	45
	Demobilized	45	0	0	0	0	45
Casanare	Population	47	0	0	0	0	47
	Demobilized	47	0	0	0	0	47
Cesar	Population	45	0	0	0	0	45
	Demobilized	45	0	0	0	0	45
Córdoba	Population	66	0	0	0	0	66
	Demobilized	66	0	0	0	0	66
Huila	Population	0	0	0	0	0	0
	Demobilized	0	0	0	0	0	0
Magdalena	Population	47	0	0	0	0	47
	Demobilized	47	0	0	0	0	47
Meta	Population	59	0	0	0	0	59
	Demobilized	59	0	0	0	0	59
Norte de Santander	Population	26	0	0	0	0	26
	Demobilized	26	0	0	0	0	26
Quindío	Population	0	10	0	0	0	10
	Demobilized	0	10	0	0	0	10
Risaralda	Population	50	87	0	0	24	161
	Demobilized	25	62	0	0	24	111
Santander	Population	95	0	0	0	0	95
	Demobilized	95	0	0	0	0	95
Sucre	Population	65	0	0	0	6	71
	Demobilized	65	0	0	0	6	71
Tolima	Population	0	42	0	0	0	42
	Demobilized	0	42	0	0	0	42
Valle del Cauca	Population	26	70	0	0	25	121
	Demobilized	26	70	0	0	25	121
TOTAL POPULATION		928	373	0	0	176	1.477
TOTAL DEMOBILIZED		903	348	0	0	176	1.427

Services provided to demobilized individuals by department and type.

Community Service Table

Geographical Coverage		Certified For Community Service
Apartado y Necocli	Projected	400
	Actual	6
Bogotá	Projected	717
	Actual	12
Cali	Projected	500
	Actual	328
Cartagena	Projected	200
	Actual	59
Cucuta	Projected	250
	Actual	20
Medellin	Projected	550
	Actual	56
Pereira	Projected	300
	Actual	62
Sincelejo	Projected	250
	Actual	44
Valledupar	Projected	500
	Actual	8
Nacional	Projected	2.232
	Actual	980
TOTAL PROJECTED		5.899
TOTAL ACTUAL		1.575

Demobilized certified for community services by municipality

Annex 3. ACR Institutional Strengthening Index

DNName of Assistance Objective: D	DO-2 Conditions of Target Vulnerable Populations Improved
Name of intermediate result	ACR Designs and implements the GOC Reintegration Policy
Name of sub-intermediate result	Not Applicable
Name of Indicator	Percentage increase of ACR in the Institutional strengthening index
Type of indicator	Impact
Component	Institutional Strengthening
Manager	Urban, SAME, Institutional Strengthening
Definition	* Institutional strengthening: Capacity building to bring about changes in organizational factors, which will be evaluated through milestones for development of necessary tools and processes, transfer of tools and processes and sustained implementation of tools and processes by ACR. * Transfer: theme will considered transferred when all milestones are completed.
Calculation Method	The index will be calculated using the theme calculations as follows: sum of theme calculations. This provides a % complete for ACR with each theme having equal weight within the index
Frequency of report	Quarterly

The objective is: to strengthen the capacity of the Colombian Reintegration Agency (ACR) in coordinating the reintegration route, and evaluating and reinforcing the skills necessary for successful social and economic reintegration (guaranteeing the inclusion of the differential focus guidelines).

To achieve this strengthening, the ACR must be supported in:

1. IMPLEMENTATION AND APPROPRIATION OF THE SOCIOECONOMIC REINTEGRATION MODEL:

The socioeconomic reintegration model is divided into: i) Integrated Employment Intervention Route focused on employability, and occupation mediation route focused on workshop school, and ii) productive projects – business plans.

a. Integrated Employment Intervention Route with emphasis on employability: This stage’s objective is to strengthen the installed capacity of the ACR through the transfer of the employment intervention methodology to the technical teams in the peace and reconciliation service centers, the ACR Medellín, the ACR in the coffee region, Valle del Cauca, Tolima, and Bogotá (service center leaders and reintegration professionals).

The following activities will be conducted in this stage:

- Training workshops: Training for the reintegration professionals and the service center leaders in the methodology used in the Integrated Employment Intervention Route. Three workshops will be held with a minimum of 15 service center reintegration professionals, who will be trained in:

- Beginning the journey: preparation phase for the professional engagement of the participants in the process of reintegration (PPR).
 - Business engagement: work phase with the public and private entities to raise awareness and encourage employment of PPR.
 - Monitoring and support: monitoring and support phase for the PPR and the businesses that participate in the employability route.
 - Final valuation of the process: this phase allows the evaluation of PPR experience of professional engagement to a formal job and the participation of businesses in the employability route.
- Construction, validation, and delivery of the toolkit and methodology to the ACR: The employment intervention operators in Bogotá, Medellín, and Pereira will design the toolkit with the professional engagement methodology and models, according to their experience in the implementation of employability projects and work completed with demobilized people.

“Toolkit” is understood as all of the processes, procedures, and instruments required for the implementation of the Integrated Employment Intervention Route with demobilized people in the process of reintegration.

Once the preliminary version is available, 50 example copies will be printed so that operators, ACR representatives, and IOM monitors can validate the methodology by applying it to projects they are executing. Adjustments will be made by May 2014 and the final version of the toolkit will be delivered to the ACR so that it can be included in the entity’s process maps.

Verification measures: Attendance lists from the work sessions by operators, ACR, and IOM, documents with contents, documentation of monitoring of the validation process, validated documents, and documentation of delivery to the service centers and ACR central office.

b. Integrated Employment Intervention Route with focus on shoemaking workshop school: This stage aims to strengthen the installed capacity of the ACR through the transfer of the shoemaking workshop school employment intervention methodology with emphasis on employability to the technical teams in the peace and reconciliation service centers, the ACR in the coffee region, Valle del Cauca, and Bogotá (service center leaders and reintegration professionals). This will facilitate the professional engagement and income generation of demobilized people in the process of reintegration.

The following activities will be conducted in this stage:

- Training workshops: Training for the reintegration professionals and the service center leaders in the methodology used in the Integrated Employment Intervention Route. Five workshops will be held with a minimum of 10 service center reintegration professionals, who will be trained in the economic reintegration procedures and instruments with a focus on shoemaking:
- Design of an institutional map so that the ACR gives qualifications to people in the process of reintegration in productive activities related with this sector.
 - Technical training, selection, and professional engagement or business unit creation model that involves the administrative, financial, and operational legal frameworks.
 - Monitoring and sustainability schema for the jobs generated or the business units.
 - Design of a protocol so that businesses in the sector report their labor needs to the ACR.
- Construction of the toolkit: The operators from the productive development shoemaking centers – CDP, Bogotá, Cali, and Pereira – design the methodology according to their experience in the shoemaking sector, technical assistance, and job generation. Work they have conducted with demobilized people and receptor communities will also be a strong consideration, as will the identification of the labor needs of businesses in the sector.

- Delivery of the toolkit and methodology to the ACR: The delivery of the toolkit will be conducted through a manual and the systematization of the operational model that allows its easy management by the ACR-designated professionals. Thirty-one printed kits will be delivered.

Verification measures: Attendance lists, work sessions with operators, ACR, and IOM, and documents with contents, documentation of delivery to service centers and ACR central office.

2. IMPLEMENTATION AND APPROPRIATION OF THE SOCIOECONOMIC MEDIATION MODEL: Productive projects – Business plans (Urban – rural)

This stage aims to strengthen the installed capacity of the ACR through the transfer productive project models to the technical teams of the ACR service centers. This includes urban and rural business plans, which aim to strengthen the capacity of the PPR and their families in sustainable income generation according to their abilities and economic situation.

The following activities will be conducted in this stage:

- Definition of valuation criteria for business plans (productive reintegration route) implemented by operators.
- Application of plan valuation criteria to models implemented by the operators, and selection of the 5 best models with ACR and IOM.
- Design of the productive project socioeconomic reintegration model, and creation of the kit: With the goal that the ACR appropriates the socioeconomic reintegration methodology designed and implemented in the framework of the agreement, a toolkit will be designed to simply and practically consolidate the procedures and instruments required to implement the model with PPR. An external consultant will be hired to work with the 5 operators selected in the design and construction of the toolkit for business plan management.
- Training workshops for reintegration professionals: with the goal of empowering the technical teams of the ACR service centers in the implementation of the business plan methodologies to be developed in the framework of the ACR service centers, 2 reintegration professionals will be selected to be involved in the execution of the project by the operator in each of the intervention areas. In addition, in each one of the ACR service centers involved, 3 training workshops will be held for reintegration professionals, to transfer the economic reintegration methodology through productive units. The workshops will be held according to the stages of the methodology:
 - Workshop 1: Identification of the business idea
 - Workshop 2: Formulation of the business plan – MIMA methodology
 - Workshop 3: Evaluation and monitoring in the development of the productive unit.
- Delivery of toolkit and methodology to the ACR: The toolkit for the management of business plans, constructed in the framework of the project, will be delivered to the ACR for inclusion in the process map (reintegration route).

Verification measures: A document with criteria, documentation of the application of valuation criteria for each project (18). Documentation of selection of the 5 best models, signed by the ACR and IOM, documentation of the work sessions with workshop school operators, ACR, and IOM, documents with contents, attendance lists, documentation of the commitment to replicate the acquired knowledge, signed by the service center leader and the reintegration professionals who monitor the process, and documentation of the delivery to ACR service centers and central office.

3. IMPROVE THE INFORMATION MANAGEMENT CAPACITIES OF THE REINTEGRATION PROCESS

To strengthen the ACR in its information management capacities, the following activities will be conducted:

a. Technical support for the ACR in the implementation of document management: The ACR will be supported in the construction of procedures for document management based on the experience of the SAME teams in the techniques and practices used to administer PPR records.

The activities to be conducted are:

- Development of the inventory of the type of PPR records.
- Organization of the PPR records for the unification of the document background history in the service centers, and transfer to the service centers themselves.
- Training workshops for reintegration professionals: In each of the ACR service centers, 1 workshop will be held to train the reintegration professionals in the document management methodology.
- List of document management criteria for PPR records, and creation of the document management protocol.
- Transfer and delivery of the document about methodology to the ACR: The document about document management will be delivered to the ACR to strengthen its management capacity.

Verification measures: Memorandum of inventories, database: documentation of records, reports on records organized by participant and by service center, database: bi-monthly consolidation reports, documentation of transfers, documents with criteria and protocols, documentation of training and attendance lists, inventories of records, documentation of delivery of the document management protocol to the service centers and ACR central office.

b. Technical support for the ACR in the adjustment and unification of the measurement instruments in the reintegration model: The ACR will receive support in the revision, adjustment, and unification of the measurement instruments with the goal of having the appropriate documents. This will be done through:

- Diagnostic of the reintegration route measurement instruments currently existent in the ACR
- Revision, adjustment, and unification of the ACR reintegration route measurement instruments.
- Formal delivery of the unified reintegration route measurement instruments to ACR central office.

Verification measures: Document with the diagnostic report on the instrument, documentation of the meetings between ACR and IOM with the process of revision and adjustments to the instruments, instruments / guides unified, and letter confirming delivery of the instrument.

4. GRADUATION ROUTE / PPR COMMUNITY SERVICE AND CITIZENSHIP PARTICIPATION MODEL

The ACR and the program develop a graduation route for the ex-combatants, which allows them to determine the level of preparation of the PPR and their capacity to reintegrate to society, and to address weaknesses according to their needs.

a. Measurement instruments in the graduation route: The graduation methodology aims to identify the conditions necessary for economic reintegration to provide ex-combatants the abilities necessary to be economically productive and respectful of the law in the long term.

The methodology includes:

- The application of measurement tools like the Graduation Competency Evaluation Instrument (IECC) and the Business Unit Monitoring Instrument (ISUN). These instruments are applied to ex-combatants who are in the advanced stage of the reintegration route.
- Six reports will be created to show the results of the IECC and the ISUN, to support the ACR in the identification of the weaknesses of each participant and address them individually through improvement plans and the adaptation of services in the first stage of reintegration. The goal is to resolve the problems in a preventive way.
- Design of the second version of the Business Unit Monitoring Instrument (ISUN).
- Pilot test and adjustment of the second version of the ISUN.
- Formal delivery of the adjusted Business Unit Monitoring Instrument (ISUN).

Verification measures: Participant lists, results reports, letters of confirmation, documentation of meetings between the ACR and IOM for the design of the second version, instrument designed and adjusted.

b. Community service model will provide technical support through the Monitoring and Evaluation System (SAME)

comprised of a team of professionals who will apply and analyze the information collected through various instruments related to the community service process. The analysis of this information will identify processes that favor the planning and execution of community service activities.

The activities to be conducted are:

- Diagnostic of the existing ACR formats for the monitoring of PPR community service.
- Development of a kit with the community service model: methodology of action plans and project evaluation.
- Formal delivery to the ACR of the community service model kit.

Verification measures: Document with the format diagnostic report, document with the adjusted formats and instruments, documentation of the delivery to the ACR.

c. Citizenship participation: Support the ACR in citizenship participation to support not only the acquisition of knowledge in democracy, citizenship, and coexistence, but also for the development of capacities for the reconstruction of PPR's life with legal status.

A strategy is therefore proposed that will imply scenarios in which the PPR strengthen their knowledge of citizen participation and can value the importance of self. The service centers are one of the first scenarios in which the PPR establish a permanent relationship with the State and have their first experiences as citizens. In this sense, a mediation and coexistence act is proposed for each of the service centers. In it, the PPR and the service center professionals will establish the norms for coexistence that should guide their interactions and relationships with others, and channel the PPR's complaints and suggestions about those interactions. The awareness and training processes in citizenship participation will be cross-cutting to the different phases of the proposal.

- Define and design the procedures, methodologies, and instruments required to strengthen the citizenship dimension of the PPR.
- Training for the SAME and reintegration professionals.
- Development of the citizenship participation kit (Guaranteeing the inclusion of the differential focus guidelines). 15%
- Citizenship training for the ACR and SAME professionals: Training sessions in citizenship participation will be held in each of the ACR service centers, and will include the procedures, methodologies, and instruments of the citizenship dimension.
- Toolkit for citizenship training: With the support of an operator, a toolkit about citizenship participation will be designed, in which the procedures, methodologies, and instruments required to strengthen the citizenship dimension will be consolidated in a simple and practical way.

Verification measures: Reports of the results of applied surveys, documentation of meetings between the ACR, Consultant, and IOM, document with procedures, methodologies, and instruments, attendance list, documentation of the process of design through meetings with the ACR and IOM. Document about the mediation and coexistence act (technical and procedural guidelines), documentation of the delivery to the ACR.

5. Technical support for the ACR in the design and implementation of a specific route for ex-combatants with a differential focus.

The Community-Oriented Reintegration of Ex-combatants program (CORE) will support the ACR in the development of plans adjusted to the specific needs of particular groups of ex-combatants, including the elderly, women, and people with disabilities. A differential focus requires that the ACR work with various entities like the Ministry of Labor (for the elderly), the Ministry of Health (for people with disabilities). Actions will also be taken to incorporate the gender perspective to the reintegration route, with respect to the specific needs of men and women.

The following activities will be conducted in this stage:

- Revision of the progress made in the incorporation of the differential focus in the reintegration route: specialized consultants will be hired.
- Definition of general differential focus guidelines required in the reintegration route. (plans adjusted to the specific needs of particular groups of ex-combatants: elderly, women, people with disabilities, ethnic groups).
- Incorporation of differential focus guidelines to the models of: i) Integrated Employment Intervention Route; ii) Productive Reintegration Route; iii) Information Management in the Reintegration Process; iv) PPR social participation, before the development of the kits (methodologies, procedures, formats, reports, etc.), and in the other processes of the reintegration route (psychosocial assistance, education, health).
- Training for the ACR, reintegration professionals, and service center leaders in the differential focus guidelines of the reintegration route.
- Formal delivery of the differential focus guidelines to the ACR.

Verification methods: Progress reports, a guidelines document, a toolkit adjusted to the differential focus, an attendance list, and documentation of delivery to the ACR.

INDICATOR TECHNICAL TABLE							
Name of Assistance Objective:	DO-2 Conditions of Target Vulnerable Populations Improved						
Name of intermediate result	ACR Designs and implements the GOC Reintegration Policy						
Name of sub-intermediate result	Not Applicable						
Name of indicator	Percentage increase of ACR in the Institutional strengthening index (Socio economic, M&E, Graduation methodologies, Info gathering and management, PWD, Officials that acquire and enhance skills on reintegration)						
Type of indicator	Impact						
Component	Institutional Strengthening						
Gerencia	Urban, M&E, Institutional Strengthening						
Definition	* Institutional strengthening: Institutional strengthening: Capacity building to bring about changes in organizational factors, which will be evaluated through milestones for development of necessary tools and processes, transfer of tools and processes and sustained implementation of tools and processes by ACR. * Transference: theme will considered transferred when all milestones are completed.						
Unit of Measurement	Index				% Progress Q1 FY2014	% Progress Q1 FY 2014	Observations
Milestones in the ACR Institutional Strengthening Index	1. Transfer of the Socioeconomic Reintegration Model: Occupational Mediation Route (employability - workshop school) 20%	Competency strengthening for reintegration professionals on the occupation mediation route with an emphasis on employability (10%)	1. Training for the reintegration professionals and the service center leaders in the job training route. 5%	PRODUCT: 3 training workshops Target number of reintegration professionals with stronger competencies: minimum 15 Verification measures: Attendance lists	0%	3%	The preliminary employability tool kit was developed.
			2. Construction of an employability kit with the participation of operators, ACR and IOM: processes, procedures, and instruments required for the implementation of the integrated occupational mediation route with emphasis on employability. 2% (Guaranteeing the inclusion of the differential focus guidelines).	PRODUCT: A methodology and printed materials for the validation test. Verification measures: work session with operators, ACR, and IOM for the construction of the kit, documents with content.	1%		
			3. Validation and adjustment of the employability kit with the operators, ACR and IOM: processes, procedures, and instruments required for the implementation of the integrated occupational mediation route with an emphasis on employability 2%	PRODUCT: A validated kit, ready for printing and distribution. Verification measures: Monitoring documents for the process of validation, and documents and contents validated.	1%		
			4. Delivery of employability kit to the ACR - central office and service centers 1,0%	PRODUCT: 31 kits printed and delivered to the ACR Central office and service centers. Verification measures: documentation of delivery to the service centers and ACR central	0%		
	Competency strengthening for reintegration professionals on the occupation mediation route with an emphasis on shoe-making workshop school (10%).	5. Training for the reintegration professionals and the service center leaders - in the occupational mediation route with emphasis on the workshop school 6%	PRODUCT: 5 training workshops Target number of reintegration professionals with stronger competencies: minimum 10 Verification measures: Attendance lists		The operators conducted the consolidation of the procedures and instruments implemented in the shoe-making workshop school model. In January 2014, a session will be held to exchange the experiences of the 3 operators, ACR, and IOM for the construction of the toolkit.		
		6. Construction of the employability kit with the participation of operators of the Shoe-Making Workshop School, ACR and IOM: processes, procedures, and instruments required for the implementation of the integrated occupational mediational route with emphasis on the shoe-making workshop school 3% (Garantizando la inclusión de los lineamientos de enfoque diferencial).	PRODUCT: A methodology designed and systematized, and materials created. Verification measures: work session with shoe-making workshop school operators, ACR, and IOM for the construction of the kit, documents with content.	1%			
		7. Delivery of employability kit to the ACR - central office and service centers. 1%	PRODUCT: 31 kits printed and delivered to the ACR Central office and service centers. Verification measures: documentation of delivery to the service centers and ACR central office				

Milestones in the ACR Institutional Strengthening Index	2. Transferencia Modelo de Reintegración socio económica: Proyectos Productivos - Planes de Negocio (urbano - rural) 20%	Competency strengthening for reintegration professionals on the productive projects model business plans (20%).	1. Definition of valuation criteria for the business plan models (productive reintegration route), implemented by operators in conjunction with the ACR and IOM. 3%	PRODUCT: Valuation criteria for the business plan model. Verification measures: A document with criteria	1%	1%	The criteria are being developed
			2. Application of valuation criteria to all of the business plan models (productive reintegration route) implemented by operators, and selection of the 5 best models, in conjunction with the ACR and IOM. 3%	PRODUCT: 5 better models identified through the application of the valuation criteria. Verification measures: Documentation of the application of the valuation criteria for each project (18). Documentation of the selection of 5 better models, signed by the ACR and IOM.			
			3. Design of the productive reintegration route and creation of the kit with operators, consultant, ACR, and IOM. 7% (Guaranteeing the inclusion of the differential focus guidelines).	PRODUCT: A methodology designed and documents with contents. Verification measures: Work session for the design of the route and the materials by the operators, consultant, ACR and IOM, and documents with contents.			
			4. Training of the reintegration professionals and the service center leaders in the productive project model - business plans. 6%	PRODUCT: 3 Training workshops Target of reintegration professionals with strengthened competencies: minimum 50 Verification measures: Attendance lists, documentation of commitment to replicate acquired knowledge, signed by the service center leader and the reintegration professionals and service center leaders, and other reintegration professionals who will monitor the process.			
			5. Formal delivery of the productive reintegration route kit to the ACR. 1%	PRODUCT: 31 kits printed and delivered Verification measures: documentation of delivery to the service centers and ACR central office			
Milestones in the ACR Institutional Strengthening Index	3. Transfer of the Reintegration Process Information Management System Model 20%	Competency strengthening for the ACR in document management (15%)	1. Development of the inventory of the type of records of the participants in the process of reintegration. 4%	PRODUCT: an inventory of participants' records in the SAME, by type. Verification measures: Memorandum of inventories and database of the records	4%	13%	All of the support materials will be delivered in magnet form
			2. Organization of the participants' records for the unification of the background history in the service centers and transfer to the respective service centers. 3%	PRODUCT: Integrated participant records located in the service centers. Verification measures: Record of reports organized by participant and by service center. Documentation of transfer and database: bi-monthly reports.	3%		The documents that provide traces of the records that are in the service centers and the history of bi-monthly record and document transfers by the service centers.
			3. List of document management criteria for participants' records, and development of the document management protocol. 2%	PRODUCT: Criteria and a document management protocol created. Verification measures: Document with criteria and protocol.	2%		Delivery of the document manual implemented by the SAME and the service centers for three years.
			4. Training for ACR professionals in document management (participants' records). 3%	PRODUCT: A training workshop for ACR professionals in document management, implemented by service centers. Medios de verificación: Documento: Actas de capacitación y listados.	3%		Delivery of training timelines and closing documents to confirm that the training was conducted.
			5. Delivery of the physical files and document management protocol to the service centers and delivery of the files sent to ACR central office with the protocol. 3%	PRODUCT: A technical report on the document management process, including protocol Verification measures: Document inventory of records delivered by service centers, documentation of the delivery of the document management protocol to service centers, documentation of the files sent to the service centers and received by the ACR.	1%		All of the input materials have been delivered, and the technical report is being developed for handover to the ACR.
		Competency strengthening in reintegration model measurement instruments for the ACR (5%)	6. Diagnostic of the measurement instruments currently used in the ACR reintegration route. 1%	PRODUCT: A report with the diagnostic of existing measurement instruments. Verification measures: Document with the report.	0%		
			7. Revision, adjustment, and unification of the measurement instruments of the ACR reintegration route. (Guaranteeing the inclusion of the differential focus guidelines). 3%	PRODUCT: Unified measurement instruments. Verification measures: Documentation of meetings between the ACR and IOM, with the process of revision and adjustment of instruments. Instruments/unified guides.	0%		
			8. Formal delivery of the unified measurement instruments from the reintegration route to the ACR central office. 1%	PRODUCT: document with measurement instruments adjusted, printed, and delivered to the ACR central office. Verification measures: Letter confirming delivery of instruments to the ACR central office.	0%		

Milestones in the ACR Institutional Strengthening Index	4. Transfer of the Graduation / Social and Citizenship Participation Route Model 20%	Competency strengthening in the ACR graduation route measurement instruments 7%	1. Application of: i) Graduation Competencies Evaluation Instrument (IECC) and ii) Business Unit Monitoring Instrument (ISUN), to evaluate the participants in the graduation route 1%	PRODUCT: 4 reports on the results of the application of 1,500 ISUN delivered to the ACR, and 2 reports on the application of 19,000 IECC delivered to the ACR. Verification measures: Letter confirming delivery of the reports and lists of participants to the ACR.	0.5%	4%	1 ISUN results report and proposed adjustments for the new version. 1 IECC report.
			2. Design of the second version of the Business Unit Monitoring Instrument (ISUN) . (Guaranteeing the inclusion of the differential focus guidelines) 3%	PRODUCT: An ISUN designed by the ACR and IOM. Verification measures: Documentation of meetings between ACR and IOM for the design of the second version of the ISUN. Second version of the instrument.	3%		Attached documents on ISUN adjustment progress.
			3. Pilot test and adjustment of the second version of the Business Unit Monitoring Instrument (ISUN). 2%	PRODUCT: ISUN tested and adjusted. Verification measures: Second version of the instrument adjusted, report on the pilot application.	1%		Attached draft of the ISUN version 2 and the manual progress.
			4. Formal delivery of: the adjusted Business Unit Monitoring Instrument (ISUN). 1%	PRODUCT: One ISUN formally delivered to ACR central office. Verification measures: Delivery of the ISUN to the ACR Central office.	0%		
		Competency strengthening for the ACR in the community service model for the graduation route. 7%	5. Diagnostic of the existing ACR formats for monitoring community service by participants in the reintegration process. (Guaranteeing the inclusion of the differential focus guidelines). 2%	PRODUCT: A diagnostic of the existing formats. Verification measures: Document with a report on the diagnostic of the formats			The instruments developed to create the document are being consolidated.
			6. Creation of the kit with the community service model methodology of the formulation of action plans and project evaluation. 4%	PRODUCT: A kit with the community service model. Verification measures: document with adjusted instruments and formats.			The instruments developed to create the document are being consolidated.
			7. Formal delivery of the community service model kit to the ACR 1%	PRODUCT: 1 kit printed and delivered to the ACR central office. Verification measures: Documentation of the delivery of the kit to the ACR Central office.			
		Competency strengthening for the ACR in the citizenship dimension of participants in the process of reintegration. 6%	8. Definition and design of the procedures, methodologies, and instruments required for the strengthening of the citizenship dimension through the application of a survey to ACR professionals. 1%	PRODUCT: Procedures, methodologies, and instruments designed. Verification measures: report on the results of applied surveys, documentation of meetings between the ACR, the consultant, and IOM, and document with procedures, methodologies, and instruments.	0%		The hiring process of the team of consultants who will complete the project has begun.
			9. Training of the reintegration and SAME professionals, in citizenship participation: the procedures, methodologies, and instruments of the citizenship dimension 1%	PRODUCT: A training workshop for 106 reintegration and SAME professionals in the service centers. Verification measures: Attendance lists	0%		
			10. Creation of the kit about citizenship participation of the participants. (Guaranteeing the inclusion of differential focus guidelines). 2%	PRODUCT: A citizenship participation kit created. Verification measures: Document with kit.	0%		
			11. Design and implementation of the mediation and coexistence act in the service centers, as a mechanism for the application of the procedures, methodologies, and instruments required for the strengthening of the participants' citizenship participation. 1%	PRODUCT: An act of mediation and coexistence for the service centers is designed. Members of the act are selected. Verification measures: Documentation of the process of design of the act through meetings held between the ACR and IOM. Document about the mediation and coexistence act. (technical and procedural guidelines).	0%		
			12. Formal delivery of the community service model to the ACR. 1%	PRODUCT: 1 kit printed and delivered to ACR Central office. Verification measures: Documentation of the delivery of the kit to the ACR.	0%		

Milestones in the ACR Institutional Strengthening Index	5. Transfer of the Reintegration with a differential focus Route 20%	Competency strengthening of the ACR in differential focus in the reintegration route. 20%	1. Revision of the progress of the incorporation of a differential focus in the reintegration route. 2%	PRODUCT: A diagnostics of progress in the incorporation of the differential focus in the reintegration process. Medios de Verificación: documento con diagnóstico.	0%	0%	
			2. Definition of general guidelines on differential focus required in the reintegration route. (Plans adjusted to the specific needs of specific groups of ex-combatants: the elderly, women, people with disabilities, ethnic groups, etc.). 4%	PRODUCT: A document with differential focus guidelines as required in the route. Verification measures: A document with the guidelines.	0%		
			3. Incorporation of differential focus guidelines to the following models: i) occupational mediation route, ii) productive reintegration route, iii) reintegration process information management model, iv) social and participation model of the participants, after the creation of the kits (methodologies, procedures, formats, reports, etc.). In other moments / processes of the reintegration route (psychosocial assistance, education, health). 8%	PRODUCT: Adjusted instruments Verification measures: Toolkit adjusted to the differential focus guidelines.	0%		
			4. Training of ACR reintegration professionals and service center leaders on the differential focus guidelines in the reintegration route. 4%	PRODUCT: 3 training workshops for at least 30 reintegration professionals and service center leaders. Verification measures: Attendance lists	0%		
			5. Formal delivery of the reintegration route differential focus guidelines to the ACR. 2%	PRODUCT: Guidelines printed and delivered Verification measures: Documentation of delivery to the ACR.	0%		
Indicator Limitations	Not having enough time, administrative changes in the ACR, and the availability of the ACR technical teams						
Responsible people	Report: Operator - Contratistas - OIM - Monitoring: M&E Manager, Urban Projects Manager, Institutional Strengthening Manager						
Expected result	Strengthening of the installed capacity of the ACR						
Observations							

Annex 4: MOU July-September 2013

Donor name (short)	Name of the project	Objective	Geographic coverage	Type of beneficiary	Budget in dollars	Counterpart in USD	Start Date	End Date
ACR, USAID	Implementation and transfer of the socioeconomic reintegration model for demobilized people in the process of reintegration - Colombia	Contribute to the socioeconomic reintegration process of demobilized people who are participants in the ACR program, through the implementation and transfer of a model and tools for the creation and/or strengthening of productive units	National	Demobilized people	5.325.500	\$ 3.142.075	15/05/2013	15/11/2014
CMH, USAID	Support for the design and implementation of the methodological route of the non-judicial mechanism for contribution to truth agreements at the Center for Historical Memory	Strengthen the Office of Truth Agreements in the Center for Historical Memory, in the implementation of the methodological route of the non-judicial mechanism for contribution to historical truth and reparations of Law 1424 of 2010.	Bogotá	Demobilized people	3.642.520	\$ 399.615	13/05/2013	12/05/2014
ACOPI, USAID	Support the consolidation of a socioeconomic reintegration route led by the ACR through the implementation of projects that aim to monitor and support people in the reintegration process in the development of an integrated employability route and transfer of the model to the ACR	Support the consolidation of a socioeconomic reintegration route led by the ACR through the implementation of projects that aim to monitor and support people in the reintegration process in the development of an integrated employability route and transfer of the model to the ACR	Caldas – Quindío – Risaralda – Valle del Cauca and Tolima	Demobilized people	783.872	\$ 441.368	12/06/2013	11/09/2014
ACR, USAID	Strengthening of the Colombian Reintegration Agency (ACR) in assistance, monitoring, and support for people with mental or physical disabilities in the process of reintegration – Colombia	Strengthening the management and assistance capacity of the ACR and its Service Centers, with respect to the access that people with mental and physical disabilities have to assistance and integrated rehabilitation in the process of reintegration.	National	Demobilized people	406.546	237.592	23/07/2013	22/04/2014
Ministry of Justice, USAID	Implementation of the SIJYP	Develop, consolidate, and continue with the implementation and operation of the Inter-institutional Justice and Peace Information (SIJYP), which will eventually be the Inter-institutional Transitional Justice Information System	National	N/A	1.755.808	880.676	14/06/2013	13/06/2014
Medellin Mayor's Office	Pilot test of the National Reconciliation Index (IRN) in the city of Medellín, Colombia	Contribute to the monitoring and adjustment of reconciliation policies and initiatives at the national and local levels, through the validation and test of a National Reconciliation Index (IRN).	Bogotá, Antioquia	Victims	427.589	315.155	28/11/2012	15/07/2013
ACR, USAID	Strengthening of community service of participants in the process of reintegration	Coordinate efforts between counterparts to identify, implement, and systematize community service activities that provide feedback for strategies for community service, so that ACR participants fulfill the requisites under Law 1424 of 2010 in their reintegration process.	National	Demobilized people	1.401.660	701.835	01/09/2012	31/12/2013

No agreements were signed in the reporting period.

The CORE Program in the news

Community and demobilized people improve recreational spaces in Valledupar

Source: *El Espectador*

Date: December 20th 2013

More than 500 demobilized people participated in community service to improve abandoned spaces and transform them into recreation and sport facilities. “Today I want to keep working on life, peace, and our families” said Orlando*, a demobilized person in the process of reintegration who participated in the recovery of urban spaces in Valledupar. This activity was implemented by the community and more than 500 people in the process of reintegration, who belonged to the United Self-Defense Forces of Colombia (AUC) in Cesar.

After five months of work in six places in the capital and in the urban settlement of La Mesa, which formed part of the community service activities that demobilized people must complete, the newly recovered spaces were handed over to their beneficiaries, who were represented principally by children from the community. “We are recreating spaces that were previously focuses of violence in the city. I am happy to know that the spaces have been recovered with murals and children’s parks, with the help of the community” added Orlando.

The event was part of the celebration of International Peace Day, and began in San Jorge neighborhood then continued in various different sectors. It was organized by the Colombian Reintegration Agency (ACR) with the support of the United States Agency for International Development (USAID) and the International Organization for Migrations (IOM). Community service forms part of the activities that facilitate spaces for reconciliation by people in the process of reintegration. The demobilized people must fulfill at least 80 hours of community service. These initiatives are conducted in accordance with agreements with the communities.

Jorge Osías Chaverra, president of the San Jorge Community Action Board, recognized that through this experience he and the community met the demobilized people providing the valuable civil service recovering the space that was previously full of trash, where crimes and drug addiction were common. This civil director affirmed that activities such as the one conducted by the demobilized people “are positive examples that must be multiplied, as we are disseminating civility and this allows the community to receive the demobilized person as human who made an error and now wants to change his behavior to continue with a new life.

The event trip began in San Jorge, where 500 meters of public space that were previously full of trash were recovered. The trip continued to Villa Olímpica where sports pitches and motocross courses were improved, then to Alamos III where the main park had been improved with the Community Action Board. The last visit in the urban sector of Valledupar was made to educational institution Leónidas Acuña and Ricardo Gonzalez where improvements were made, cleanliness was enhanced, the space was painted, and spaces used for sports and pedagogical activities about the environment were recovered. Last, and very important, was the hand-over of projects in the urban settlement of La Mesa, where the children’s park was improved and the football pitch was moved. This population is a unique case of reconciliation and reintegration, because 1,000 people from the Northern bloc of the AUC demobilized right where the children’s park was created.

*Identity protected at the request of the source.

Reintegrated people in Cartagena have a new employment opportunity

Source: El Universal

Date: December 3rd 2013

A new opportunity arises for people who wish to reconcile with the country and help to build peace.

This is the case of Carlos Andrés, Rocio, and Carmen, who now have stable employment due to an initiative of the Colombian Reintegration Agency (ACR). They used to belong to illegal armed groups and are now asking Colombia for a new opportunity. They became part of Minimarket 2x3, a project that consists of providing work opportunities and economic stability to demobilized people through a microfranchise.

This initiative was initially implemented in Barranquilla and expects to include 15 shops in the Caribbean Coast with an investment of more than 1,100 million pesos from the United States Agency for International Development (USAID), the International Organization for Migrations (IOM), Fenalco Atlántico, and Coltabaco.

In the case of Cartagena, it is expected that 4 more shops will open for reintegrating people, as it is a city with more than 500 demobilized people of whom 200 have chosen to develop their own businesses. The others are informal workers or unemployed according to Alvaro Gonzalez Fortich, ACR Cartagena manager. For Gonzalez Fortich, this is the model that reduces the possibilities of failure that oblige these people to return to weapons. The model provides a stable business that will be monitored by Fenalco for two years so that the demobilized people and the administrator are successful in the business.

“This has to do more with the social aspect than with the business of selling things. Here, the fundamental intention is that it serves as a model that can be copied and multiplied in other similar systems to promote reconciliation” concludes González.

In Cartagena, Surtigás supported the incorporation of a laundry service to the Minimarket, so that the community can use the laundry machines for 1,500 pesos per cycle. For Marlene Maza Buelvas, resident in Villa Rubia, these businesses will benefit the community, which will benefit from allowing the demobilized people to work.

Carlos Andrés Coneo Romero, a reintegrated person, feels accepted by the community and thinks that he now has a stable job that supports his family.



FIRST PERSON

Raúl abandoned weapons to forge peace and reconciliation with metalworking designs

He lost an arm and part of his vision when he was part of an illegal armed group. Now he is in the process of reintegration and has his own business, which has generated five additional jobs.



“Now I am going to apply for the ACR to help me through its employability and income generation strategy, so I can acquire modern machines and expand my business.”

—Raúl, who demobilized from the FARC, in his metal workshop in Bucaramanga in the Colombian northwest.

Almost five years ago, Raúl decided to demobilize and enter the reintegration process established by the State, coordinated by the Colombian Reintegration Agency (ACR). He is a person with disabilities: he lost an arm and part of his vision during his time in the Revolutionary Armed Forces of Colombia (FARC), but this has not stopped him from working in his metal workshop, which he has been doing for three years.

“Disability is not an impediment for me to get ahead; I work normally, which surprises people as they are not used to people with disabilities being able to do things like everyone else. People are amazed by my ability and the emotional stability I have in life” he affirms.

Raúl is from San Pablo, a mainly peasant town in the South of Bolívar where the departments of Santander, Antioquia, and Bolívar meet. The area has been highly affected by confrontations between armed groups and as a valuable corridor for the transport of illegal crops. As a result of the war, Raúl had to stop studying before he was 12, and move to the city (Bucaramanga, capital of Santander). At 15, he started to work in a parking lot and then a mechanic’s shop, but neither gave him the salary he needed to meet his family’s needs.

In his own words, *“the most difficult thing about arriving in the city was having to work in mechanics, because I was from the countryside and my work was in land and livestock. The war was even more difficult, because there you live without freedom.”*

At 18 years old, Raúl was offered a job as a member of the FARC, where they paid him double what he was earning in the mechanics’ shop, so he took the job

immediately. Upon entering the group, he was in an accident. *“I was with a colleague taking a package through a forest where members of another bloc had buried mines. Without knowing this, we walked through and stepped on some, producing the explosion. My colleague died and I lost an arm and part of my vision, it was a miracle that I survived.”*

“Working for my community made me feel good”

In 2009, Raúl demobilized voluntarily during a battle with the National Army. Since then, *“I have felt people’s support and I like what I do. The majority of people know that I am in the process of reintegration, although at first I had to be careful, especially with clients.”*

From April to June 2013 Raúl completed 80 hours of non-paid community service as required by the State, thanks to the initiative *Clean pipes, happy families* coordinated by the ACR and support by the USAID and IOM CORE Program. *“Together with 12 companions, we improved green areas and a canal for the watershed of rainwater. Working for my community made me feel good, because the community members are like friends and family. Everyone knows you and you feel reconciliation with the people in the neighborhood, which is very gratifying”* he affirmed.

In the metal workshop, Raúl makes metal grids, bars, windows, and other metallic structures, generating five jobs and working in various areas of Colombia’s west, like Barrancabermeja, San Gil, Socorro, Bucaramanga, and Cúcuta. *“Now I am going to apply for the ACR to help me through its employability and income generation strategy, so I can acquire modern machines and expand my business. The idea is to generate three more jobs and expand to other municipalities.”*

With respect to giving advice to people who enter the reintegration process, Raúl commented that *“it is important that they take advantage of really living from now on, and that they are well-known people who work for their community to repair the damage done. I try to do this every day.”*

