



**FACILITATING AND CREATING ADEQUATE CONDITIONS FOR RECONCILIATION
MONTERIA AND VALLEDUPAR, COLOMBIA**

**FINAL NARRATIVE REPORT TO USAID
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PROGRAM DATA:

Organization name: The Trust for the Americas

Project title: *Proyecto Arte, Cultura y... a Entendernos*

FACILITATING AND CREATING ADEQUATE CONDITIONS FOR RECONCILIATION

Award number: 514-A-00-07-00305-00

Project description: The program will create, within the current peace process, adequate conditions to promote and facilitate reconciliation in targeted communities in Montería and Valledupar.

Geographical coverage: Colombia: Bogotá (coordination),
Colombia, Valledupar and Montería (implementation)

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1. PROJECT SUMMARY

Under the current peace process in Colombia, local communities require substantial support in handling the challenges posed by the influx of demobilized combatants into their neighborhoods. There is a need to promote mutual respect and to foster peaceful coexistence at the community level.

The Trust's "***Proyecto Arte, Cultura y ... a Entendernos***" program, funded by USAID, was developed in order to promote peaceful coexistence facilitating the interaction between demobilized combatants, the communities themselves, local institutions, media and the general public. The initiative was implemented in the cities of Monteria and Valledupar, where a large concentration of demobilized combatants have resettled.

The strategy of the Trust was to implement an "inverted pyramid" strategy focusing on several target groups. The first group was made of the receptive communities and demobilized combatants, who through art and culture were brought together to develop self awareness and identification of individual abilities *and within the groups*- inclusive, participatory, respectful relations. All of these are considered the pillars of a successful reconciliation initiative. Activities with this group were aimed at detecting individual capacities, promoting dialogue and reconciliation and fostering the formation of community leaders.

The second target group included local and regional government and service provider institutions. Their representatives were trained in peace building and community outreach. They were given tools to bring them closer to the communities to facilitate the reconciliation process. We also shared with them reconciliation experiences from other countries such as Guatemala and Nicaragua. With support from the OAS, we trained them in conflict resolution and community oriented reintegration. As a result of the program, we were able to increased awareness on the subject of reconciliation and established venues for community interaction between the government and citizenry.

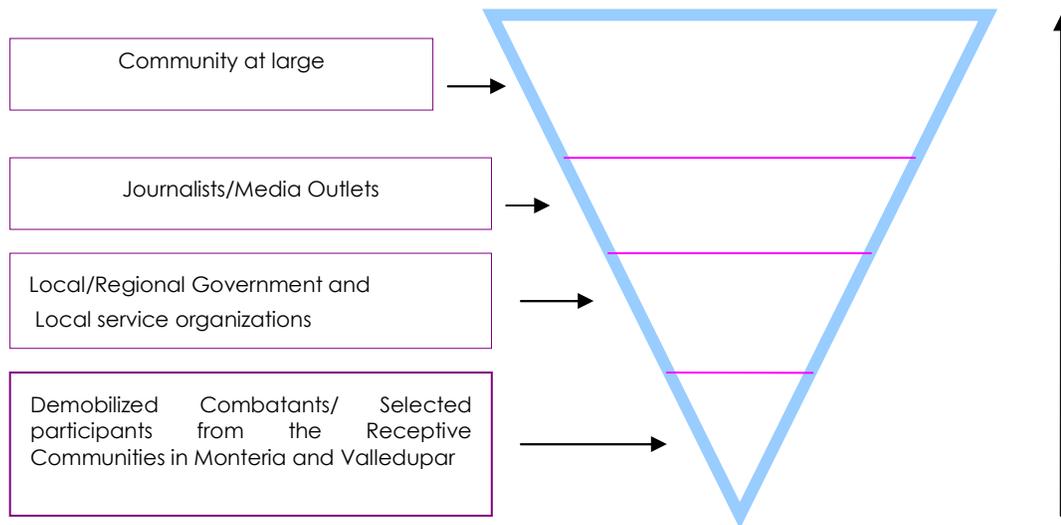
The third target group was the media, specifically journalists. We implemented with them a series of training workshops on peace and reconciliation. Experienced Colombian journalists traveled to the regions and worked with community and small media outlets. There was also an online assistance component for journalists. As a result of the program, local media improved the quality in the coverage of news related to the impact of the peace process and reconciliation in their regions.

"Proyecto Arte, Cultura y a... Entendernos" is an integral project that recognizes and affirms difference and divergence among demobilized, receptive community members, institutions, media and general public. At the same time, this project fosters art and cultural spaces as a neutral and common ground to reduce stigmatization and discrimination.

The project facilitated a process of social interaction that enhances peaceful relationships, respect, participation, and knowledge of one self and of the others' abilities. Then, art and cultural activities are used as paths that lead to the facilitation and creation of adequate conditions for reconciliation.

The fourth target group was the public at large. We reach them through a comprehensive outreach and media plan. For this purpose, the Trust implemented an awareness campaign made of radio spots, free press and news related to the program. Famous Colombian folk music singer Veto Galves produced a song for the program, which promoted the virtues of peace and joining civilian life through reconciliation. The Trust also disseminated life stories showcasing program beneficiaries to reach media and raise awareness within the general community.

Graphic 1: The Inverted Pyramid Approach of the Trust with regards to this program



2. PROGRAM DESCRIPTION

2.1 Background

The Peace Process implemented by the Colombian government has offered considerable assistance and incentives to the demobilized combatants (mainly paramilitary) in order to facilitate their reincorporation to society. However, there has been a lot of criticism because some argued that the peace process did not give communities the tools required to receive the influx of demobilized combatants. In response to this, the Trust for the Americas implemented an integrated approach that focused on bringing together the demobilized and their respective communities to jointly address the challenges posed by the peace process. For this purpose, the Trust used art and culture as a framework to promote discussion on respect, inclusion, awareness, responsibility and the discovery of personal and collective abilities to provide conditions for a reconciliation phase. Additionally, the Trust brought together local government institutions to enhance their responsiveness towards community needs.

2.2. Program Objectives (as redefined in Work Plan approved by USAID in April, 2008)

Program Goal: To build the short and long term capacity within receiving communities; to absorb the coming social and economic impacts of the peace and demobilization process, and to develop abilities and strategies to encounter and resolve conflict situations that may arise in order to foster conditions for reconciliation¹.

1. **Objective 1: To build the capacity within the members of the receiving community in two neighborhoods to ensure the implementation of realistic approaches to peacefully address the impacts of reconciliation.** Through art and cultural activities, community members meet, interact and learn about each other's abilities, capacities and the needs as members of a community, problem solving related to day-to-day circumstances; this evolves through sharing space and time with others.

2. **Objective 2: To build capacity of**

Program Beneficiaries

- Demobilized combatants (men and women).
- Relatives of demobilized
 - Parents
 - Sons and daughters
 - Husband/wife
 - Brothers/sisters
- Community Members from Monteria and Valledupar where the demobilized had resettled.
- Local Governments
- Media and Journalists
- The community at large



Family members of demobilized combatants participated in community activities with their parents and relatives

¹ The program goals and objective are established both in the Cooperative Agreement signed by the Trust for the Americas identified with the following code: 514-A-00-07-00305-00 and the subsequent Action Plans for 2007 and Action Plan 2008 approved by USAID.

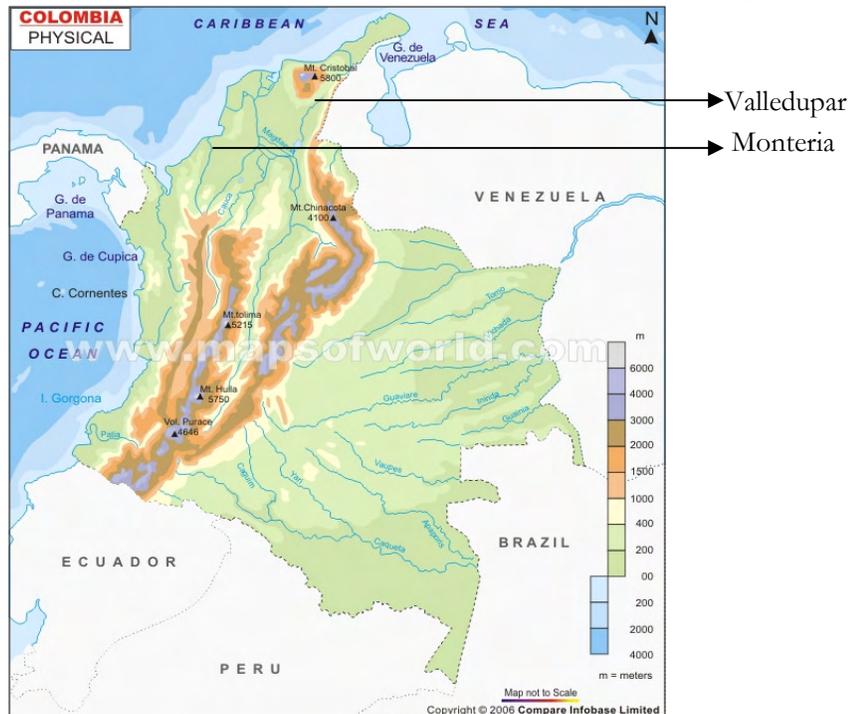
media outlets and journalists to cover peace related news and to promote reconciliation through a comprehensive communication strategy in Valledupar and Monteria.

- Objective 3: To build the capacity of local and regional governments and institutions to work effectively with local communities in developing plans to address their emerging needs.

2.3 Geographic Breadth

This project was developed in two chosen neighborhoods in the cities of Monteria in the department of Cordoba and Valledupar in the Department of Cesar. These neighborhoods have in common, the large number of demobilized combatants who resettled within these communities as a result of the peace process, and the fact the communities having been more receptive to the influx of demobilized combatants than in other locations of Colombia.

Graphic 2: Program Location



| Neighborhood | City | Departments |
|--------------|------------|-------------|
| La Nevada | Valledupar | Cesar |
| Mocari | Monteria | Cordoba |

2.4 Timeline for Implementation

This initiative was planned in 4 phases:

- **Phase 1** (December 2006 – January 2007): *Diagnosis and Planning*: Diagnosis of needs and activities taken through related to demobilized and receiving communities.
- **Phase 2** (February – March 2007): *Settle in*: consolidating team, consolidation of office space, signature of agreements with local institutions, and program implementation plans.
- **Phase 3** (May 2007 – October 2008): *Full program implementation*: Develop: a) cultural and artistic activities with community members (Receiving communities and demobilized) that impact in the conditions for a pacific coexistence, b) capacity building for local institutions, and c) capacity building with media and journalists. e) Awareness campaign.
- **Phase 4** (November 2008 – December 2008): *Close out and sustainability*: Integrating abilities and capacities acquired through the implementation phase within the community and local institution to further implement the project on their own account.

2.5 Diversity and Gender

The program promoted the participation of ethnic minorities and other groups such as Afro-Colombians, and women. For instance, 44% of participants in Monteria and 52% in Valledupar were women. In the case of minorities, we estimate around 55% of our trainees were Afro-Colombians.

Diversity and Gender



A female beneficiary participates in a showcase of local art crafts held with support from the program.



Community members actively engaged during one of our reconciliation meetings. The picture shows the diversity of our participants, including women, afro Colombians, and people from different backgrounds.

3. ACCOMPLISHMENTS WITH RESPECT TO PROGRAM OBJECTIVES

3.1 Community Level Activities

These activities responded to objective 1, to build the capacity within the members of the receiving community in two neighborhoods to ensure the implementation of realistic approaches to peacefully address the impacts of reconciliation. Accordingly, through art and cultural activities, community members met, interacted and learned about each other's abilities, capacities and the needs as members of a community, problem solving related to day-to-day circumstances; through sharing space and time with others.

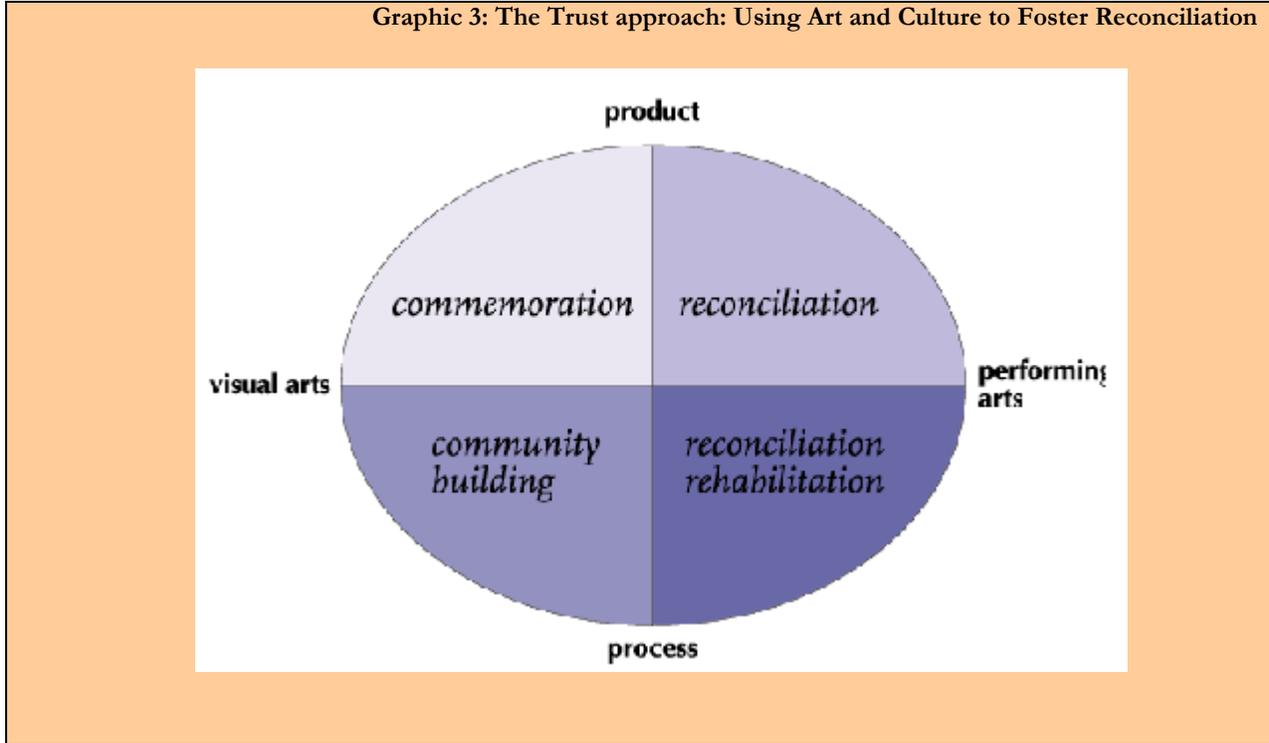
3.1.1 Promoting Reconciliation through Art and Culture

The Trust carried out community activities using local trainers and the support of other institutions such as Casa de la Cultura - Mayors office of Valledupar, Casa de la Mujer – Departmental office in Cordoba and Redjuvenzar – Local NGO in Valledupar among other local entities. The art and culture activities were developed by the local team. These activities aimed at bringing the community together to foster conditions for reconciliation. For methodological purposes, community members would select among the different themes and activities (crafts, music, dance) in which they wanted to participate. The variety of options was defined together with the community, fostering a stronger participation of community members in the project.

Our approach for this component, focused on sharing art and cultural expressions as a central pillar for the reconciliation process. The Trust used art and culture as a tool to advance social transformation and foster a dialogue on the impact of the demobilization and the challenges posed by a large number of demobilized resettling into local communities in Monteria and Valledupar. Artistic expressions such as songs, storytelling and painting helped participants to publicly address issues that were otherwise kept silent: massacres, abuse, forced disappearances and violence. Each artistic expression resulting from the program was seen as a way to allow identification, promote diversity, and encourage discussions among the demobilized, the receiving communities and local organizations. Combining visuals with songs, texts and art crafting became a very effective way to further prompt discussion.

With this in mind, throughout the program the Trust sponsored activities where participants could produce songs, tell stories, and do artistic painting and handcrafting. These activities stimulated conversation by virtue of their location in communal spaces. By provoking discussion about the quality of the art and the situations depicted by the artisans, these activities instigated gradual process of reconciliation and healing through a process whereby members of the community slowly became more comfortable talking about highly sensitive matters. This sense of revealing otherwise 'taboo' subjects was vital towards the larger reconciliation process sponsored by the GoC.

Graphic 3: The Trust approach: Using Art and Culture to Foster Reconciliation



As a strategy, the Trust decided to use art and culture for building a process for reconciliation - both as an end in itself, as well as a means to achieve an additional goal. We used art as an end in itself when the artistic production, contributed symbolically to the processes of reconciliation, such as the cases in which participants (both demobilized and community members) decided to recreate a particular dance or tell folk stories. In this way, we observed that the cultural expression brought together a culturally disparate audience providing them the means of celebrating their achievements in being able to share and respect the other after the demobilization process.

Additionally, the strategy of the Trust was also to use art as a means to an end, focusing on the process of making art rather than on the final result or end product. For example, we put together small plays within training sessions for purposes of simulation and role-playing. During those training sessions, members of the community acquired tools that prepared themselves for problem-solving situations. Within our program, these dramatic techniques and games were often used for developing conflict-management, leadership and community-building skills, particularly when identifying the local leaders who will continue implementing program activities beyond donor funding.

The most relevant activities during the program included:

Chart 3.1.1.1: Aggregate Results Community Activities through Art and Culture

| COMMUNITY LEVEL ART AND CULTURE ACTIVITIES | | | |
|--|-----------------|-------------------|--------------|
| Activities (May 2007- October 2008) | Monteria | Valledupar | Total |
| Number of themes used for art and cultures activities (cinema, art, dance, cloth painting, decoration, photography, story telling) | 15 | 12 | 27 |
| Number of activities/sessions held with the community (Receiving community and demobilized) | 288 | 304 | 592 |

Chart 3.1.12 detailed description of activities per city: Monteria

| Monteria | | | |
|---|--|-------------|--------------|
| Community Level Activities - Art and Culture | | | |
| | 2007 | 2008 | TOTAL |
| Type of Activities | Number of sessions per type of Activity | | |
| GENERAL MEETINGS – Agenda | 4 | 6 | 10 |
| MOVIE FORUM | 5 | 0 | 5 |
| DANCE WORKSHOP | 14 | 20 | 34 |
| PRODUCTIVITY | 14 | 19 | 33 |
| OCT.31 CHILDHOOD | 1 | 1 | 2 |
| HANDICRAFTS WORKSHOP | 24 | 0 | 24 |
| CHORALE CHILDREN | 1 | 1 | 2 |
| CHRISTMAS DINNER | 1 | 0 | 1 |
| PAINT IN FABRIC WORKSHOP | 0 | 24 | 24 |
| TOTUMO HANDICRAFT | 0 | 18 | 18 |
| PHOTOGRAPHY WORKSHOPS | 0 | 15 | 15 |
| RADIO WORKSHOP | 0 | 15 | 15 |
| WHISTLES AND DRUMS | 0 | 26 | 26 |
| ENVIRONMENT MATERIALS HANDICRAFTS | 0 | 26 | 26 |
| MACRAM WORKSHOP | 0 | 9 | 9 |
| CHILDHOOD DAY | 0 | 3 | 3 |
| MOTHER DAY | 0 | 1 | 1 |
| PATCHWORK WORKSHOP | 0 | 13 | 13 |
| PARTY DECORATION WORKSHOP | 0 | 8 | 8 |
| BEAUTY WORKSHOP | 0 | 10 | 10 |
| LOVE AND FRIENDSHIP CELEBRATION | 0 | 1 | 1 |

| | | | |
|-----------------------|----|-----|-----|
| PEDAGOGICAL OUTINGS | 2 | 2 | 4 |
| CULTURAL EVENING | 3 | 0 | 3 |
| BOLLO TRAINING | 1 | 0 | 1 |
| TOTAL SESSIONS | 70 | 218 | 288 |

Chart 3.1.1.3: Detailed activities per city: Valledupar

| Valledupar Community Level Activities - Art and Culture | | | |
|--|-----------------------------|------|--------------|
| Valledupar | 2007 | 2008 | TOTAL |
| Type of Activities | Number of session per theme | | |
| ORAL NARRATIVE | 18 | 71 | 89 |
| VISUAL ARTS | 30 | 59 | 89 |
| MEETING FOR DIALOGUE | 2 | 20 | 22 |
| WRITTEN PRESS | 0 | 22 | 22 |
| PHOTOGRAPHY | 0 | 15 | 15 |
| MOVIE FORUM | 12 | 19 | 31 |
| MUSICAL CORNER | 0 | 8 | 8 |
| DANCE | 0 | 6 | 6 |
| ENVIRONMENTAL SCHOOL | 1 | 0 | 1 |
| STORY TELLING AND LAUNCH OF THE CULTURAL AGENDA | 1 | 0 | 1 |
| CLOSING INTEGRATION | 1 | 0 | 1 |
| VIDEO AND PROJECT'S SONG SET UP | 1 | 0 | 1 |
| CANDLE WORKSHOPS | 15 | 0 | 15 |
| CHRISTMAS CAROUSEL | 1 | 0 | 1 |
| CULTURAL AGENDAS FORUM | 1 | 0 | 1 |
| PROJECT'S VIDEO PRESENTATION | 0 | 1 | 1 |
| TOTAL SESSIONS | 83 | 221 | 304 |

3.1.2 Citizenship and Community Activities

Through this component the Trust empowered community members to exercise their civil rights and citizenship. It also focused on creating a dialogue between government officials and community leaders on issues affecting them, such as access to services, employment, and the interplay of government programs with the needs of the community. We began with the identification of local leaders who then received training in leadership, communication strategies and team management from Trust experts. We facilitated encounters of these community leaders with local government officials. This led to the creation of a direct line of communication between them and increased the

avenues for cooperation at the local level. Through this process, local leaders were able to convey positive messages about GOC programs in their neighborhood.

We also promoted meetings with community leaders who participated in the peace processes in Nicaragua and Guatemala. These Central American leaders shared their experiences and advised our community leaders on how to face challenges and take advantage of the opportunities posed by the reconciliation effort.

Finally, through a trainer-the-trainer strategy, we trained a group of community leaders in the tools and methodologies to implement art and culture activities to foster reconciliation. This would ensure the continuance of the program with local resources overtime.

Chart 3 1 2 1 Capacity Building Activities for Community Leaders

| CAPACITY BUILDING FOR COMMUNITY LEADERS | | | |
|--|-----------------------------------|-------------------------------------|--------------------------|
| Activities | No. of Activities Monteria | No. of Activities Valledupar | Total |
| Training for community leaders in the methodology and implementation of the Project Arte, Cultura y ... a Entendernos. | 24 training sessions | 24 training sessions | 48 training sessions |
| | 11 local leaders trained | 17 local leaders trained | 28 local leaders trained |
| International workshop on reconciliation experiences of Guatemala and Nicaragua with the community. | 1 meeting | 1 meeting | 2 meetings |
| | 30 participants | 35 participants | 65 participants |

3.2 Media and Journalist for Reconciliation

3.2.1 Training of Journalists

These activities responded to objective 2, to build capacity within media and journalists through a communication strategy that strengthens reconciliation concepts with special emphasis on community participation, these outreaches the communities of Valledupar and Monteria. Local journalists face many challenges, including lack of training, poor transportation options, limited and outmoded equipment, low salaries, and difficulty accessing information. For this purposes, the Trust worked to give journalists the tools to improve coverage of reconciliation related news taking in consideration the limitations media outlets face in their day to day operations.

We organized 4 workshops (two per city) for regional journalists. Workshops were held in each city on Fridays and Saturdays to allow journalists to concentrate on peace and reconciliation issues exclusively and without interruptions. The training focused on bridging the gap between the official peace negotiations and the people who are most affected by the conflict. Through the training, we also expected to give the community a voice at the table in the peace process, through the window provided by local media.

The Trust implemented a unique approach. It provided journalists with the ability to build on their skills through in-depth, hands-on practical training. We put the participants to work, and allowed them to try things they had never tried before. For example, we encouraged them to do interviews in innovative ways and to add new features for the first time. Almost all participants agreed they never worked harder during training than at a Trust workshop. At one particular workshop, for example, participants interviewed a demobilized for a first-hand account of his experiences during the conflict, and he shared with participants the challenges of trying to resettle in his home town.

Additionally, the Reconciliation Journalism approach used by the Trust provided a new road map tracing the connections between journalists, their sources, the stories they cover and the consequences of their reporting - the ethics of journalist intervention. Our modules applied an awareness of non-violence and creativity to the practical job of everyday reporting. As a result of our training several of the stories from journalists who participated in Trust-training sessions were broadcasted by local radio stations. Finally, the Trust added an online technical assistance tool, to provide advice and follow up on questions from participants after each workshop. The tool included forums, where participants can post their articles and get peer feedback, a chat mechanism so that they can speak live with a trainer, and additional tools for writers and broadcasters.

The structure of the workshops were, in general, as follows: (i) a presentation by an expert journalist and a Q&A session; (ii) presentations by local journalists about recent experiences covering the peace process; (iii) a “style” session, where journalists received training on how to write and broadcast quality news (iv) An ethics discussion on how to report about conflict related news. We also invited journalists to participate in some of our community level activities so that they could get a sense of the peace process from a community perception.

Resulting from these training sessions we observed increase coverage of news related to the peace process with emphasis on the community aspect. Prior to the training, news focused mainly in the negative impact of demobilization as well as in the links of paramilitary groups to political campaigns. While we made sure to reinforce the idea that covering such news is important, we also asked journalists to see into the impact of the process with the lay person in the Monteria and Valledupar neighborhoods. And also to report on the challenges the local communities were facing with the process. As a consequence, interviews to community leaders and visits by media outlets to our program increased.

Chart 3.2.1 Indicators from Journalist Training Sessions

| Activities | No. of Activities Monteria | No. of Activities Valledupar | Total |
|---|----------------------------|------------------------------|-------|
| Workshops with media and journalists | 2 | 2 | 4 |
| Online accompanying support to journalists for the creation of news relating to reconciliation. | 1 | 1 | 2 |
| Total Journalists Trained | 37 | 24 | 61 |

Chart 3.2.2 Journalists Trained in Monteria

| Media Outlet | Name |
|---|-------------------------|
| Caracol Radio | Jorge Velásquez |
| Caracol Televisión | Marcia Ramos |
| CMI | Luz Marina Rodríguez |
| El Propio | Erly Rojas Salqueros |
| El Universal | Jairo Pérez |
| El Universal | Nidia Serrano |
| Frecuencia Bolivariana / RCN Televisión | Óscar Sanchez |
| El Tiempo | Gudil Fredo Avendaño |
| Meridiano de Córdoba./ UPB | Ginna Morelo Martinez |
| Meridiano de Córdoba. | Ariana Córdoba |
| Noticórdoba | Gustavo Santiago Soto |
| Periódico Tierra Caliente | Rafael Cervantes Bossio |
| Radio Panzenú | Hugo Romero |
| Radio Panzenú | Edgar Astudillo |
| Radio Panzenú | Gabriel Gaviria Cordero |
| Radio Panzenú | Domingo Cogollo Narváez |
| RCN Radio | Álvaro Pacheco |
| TV 5 | Luis Saenz |
| TV Global | Jorge Otero Martínez |
| Unicor | Juan Oñate Pérez |
| Voz de Montería | Humberto Negrete Peña |
| Gobernación de Córdoba | María Cristina Ghisays |
| Universidad de Córdoba | Xenia Arellano |
| Universidad Pontificia Bolivariana | Beyba Tamayo |

| | |
|----------------------------|-------------------------|
| El Tiempo | Gudil Fredo Avendaño |
| Meridiano de Córdoba./ UPB | Ginna Morelo Martinez |
| Radio Panzenú | Edgar Astudillo |
| Radio Panzenú | Domingo Cogollo Narváez |

Chart 3.2.2 Journalists Trained in Valledupar

| MEDIA OUTLET | NAME |
|---|------------------------------|
| RADIO GUATAPURÍ | Enrique Camargo Plata |
| Voz de cañaguate | Irina Fernández |
| Voz del Cañaguate | Aquiles Hernández Saurith |
| Voz del Cañaguate | Alex Acuña |
| R.C.N | Limesdes Molina |
| Maravilla Stereo | Libardo Fonseca |
| Maravilla Stereo | Beder Guerra Gutierrez |
| Maravilla Stereo | José Castilla |
| El Pílon | José Urbano Céspedes |
| El Pílon | Sergio López |
| El pílón | Maria Elvira Marulanda |
| Vanguardia Liberal | Mildreth Zapata |
| Vanguardia Liberal | Liliana Vanegas |
| Caracol TV | Jimmy Núñez |
| Cm& | Iván Ochoa |
| RCN TV y CV Noticias | Mary Rosado Quintero |
| CN noticias 54 | Thiller Tamayo |
| El Heraldó | Miguel Barrios. Corresponsal |
| Círculo de periodistas de Valledupar | Melitsa Quintero Suárez |
| Noticiero televisa | Yanitsa Fontalvo |
| Telecaribe | Maria E. Dangond |
| Canal 12 TV cable | Ubaldo Anaya |
| Gobernación del cesar | Oscar Martinez |
| Alcaldía de Valledupar | Ana Patricia Gonzalez |
| Alcaldía de Valledupar | Lida Mendoza Orozco |
| I.C.B.F. regional cesar | Dalba Victoria Machado |
| Asociación red de juventudes cesarenses | Maria Martínez |
| Voz Del Cañaguate | Carlos Cadena |
| Voz Del Cañaguate | Edgar De La Hoz |
| Voz Del Cañaguate | Joaquin Emilio Bulding |
| | Miguel Macea |
| Canal 12 Tvcable | Ubaldo Anaya |
| | Vivian Arbesu |
| Independiente | Ingrid Fajardo Aaron |

| | |
|----------------------|-----------------------------|
| Independiente | Ana Maria Ferrer |
| Independiente | Martha Rivas |
| La Voz Del Cañaguate | Jorge Luis Laporte Restrepo |

3.2.2 Communication Campaign and Media Outreach

During the needs assessment phase the Trust established that to be successful, the process for reconciliation in Monteria and Valledupar needed to be accompanied by public awareness to alleviate suspicion and facilitate the consultation process. Because the demobilization process was designed by the national government with little or no consultation with local communities, many people were not aware of any form of reconciliation that may have taken place during the process, and the opportunities provided by the peace process. Accordingly, we determined it was important that the general public had an opportunity to better understand the current GoC's plans for reconciling a divided and conflicted community, through public awareness campaigns.

For this purpose, the Trust devised a campaign that used local media (radio, press and in some instances television) to promote a discussion of the importance of the peace process and actions required to facilitate reconciliation at the community level. We took advantage of artistic expressions such as folk music (“*vallenato*”) to create a song dealing with reconciliation. The song was produced and sang by famous Colombian singer Vetto Galvez. Mr. Galvez donated his time and use of equipment to produce and record the song and video. The song was then broadcasted continuously by local radio stations until it became a hit with low income communities. By singing to the lyrics, people were compelled to discuss the broader issues of peace, particularly how to welcome demobilized combatants into their neighborhoods.

Additionally, we produced five radio spots that were broadcast in local radio stations. Such radio spots encouraged reconciliation by exalting peace and alternative dispute resolution as good values. They also listed contacts from the government and local organizations people could contact in case of questions related to supporting the peace process.

In general our reconciliation media strategy included:

- Developing a comprehensive multi-media public awareness campaign for reconciliation.
- Producing and airing of songs, messages, and preparation of other campaign materials (pamphlets, banners,) as well as tools and resource material for the awareness campaign
- Fostering partnerships with relevant media outlets and opinion leaders in Monteria and Valledupar (traditional, cultural, etc.) for the awareness campaign
- Coordinating and fostering linkages with poets, religious leaders and other community personalities in the field of reconciliation.

Particular results included:

Chart 3.2.2 Communication Strategy and Media Outreach Activities

| | | | |
|--|--|----------------------------|-------------|
| Products developed and implemented in the communications strategy. | 5 radio spots 1 reconciliation song built by the community 2 videos of the project 1 logo designed for the project 1 project profile for the newspaper | | |
| Profiles of program participants for purposes of dissemination with media outlets | 3 profiles from Monteria | 3 profiles from Valledupar | 6 profiles |
| 2 workshops with community members for them to participate in the development of lyrics for the song and other communication material for the project. | 1 workshop in Monteria | 1 workshop in Valledupar | 2 workshops |

3.3 Activities with the Local Governments, Community and Civil Society Organizations in Monteria and Valledupar.

These activities responded to objective 3, to build the capacity of local and regional governments and institutions to work effectively with local communities in developing plans to address their emerging needs. The Trust approach focused on fostering spaces where the government and local organizations could improve the provision of services to those local communities that have received a large influx of demobilized combatants seeking resettlement.

The actions of the Trust within this component focused on:

- Ensuring that local government agencies and NGOs were provided with quality information and support related to the peace process
- Facilitating the social and economic development of communities impacted by the peace process through the provision of assistance, funding and leadership from local governments and NGOs that participate in our program.
- Through advice, support and meeting with Trust international and OAS experts assist local governments to be more efficient and effective and to be responsive to community needs.

The Trust also fostered exchanges with international experts so that government officials and representatives from local organizations could learn from similar experiences. For this purpose we organized a forum with government and community leaders from Guatemala and Nicaragua. They shared with participants their experiences with the peace process in their countries. They also provided advised to government representatives on how to set particular strategies tailored to the need of their communities.

Additionally, the Trust invited OAS experts to discuss programs on alternative dispute resolution. OAS experts gave participants tools to implement ADR mechanisms at the community level. OAS

experts also visited existing government programs giving them tools to advance their reconciliation agenda.

A great deal was placed by the Trust on sustainability. For this purpose the Trust developed a toolbox and held several training sessions to share with government official and local NGO representatives the methodology of the program for purposes of replication

Particular activities included:

Chart 3.3.1 Activities with civil society organizations

| CITIZENSHIP ACTIVITIES WITH LOCAL CIVIL SOCIETY ORGANIZATIONS | | | |
|--|-----------------|-------------------|--------------|
| Activities | Monteria | Valledupar | Total |
| Activities where local government and service organizations met with the community | 6 | 6 | 12 |
| CAPACITY BUILDING WITHIN THE COMMUNITY FOR LOCAL INSTITUTIONS | | | |
| Training Sessions for local organizations in the methodology and implementation of the Project <i>Arte, Cultura y ...an Entendernos.</i> | 12 | 12 | 24 |
| | Monteria | Valledupar | Total |
| Number of institutions participating in capacity building activities in the project. | 24 | 23 | 47 |
| Number of representatives from local Institutions who participated in the International workshop on reconciliation: - training received from the OAS/Department of Democratic Sustainability and Special Missions - sharing post conflict experience and reconciliation elements from Guatemala and Nicaragua. | 48 | 42 | 90 |

Chart 3.3.2 Activities with civil society organizations

| Activities | Monteria | Valledupar | Total |
|----------------------------------|--|-------------------|--------------|
| DIAGNOSIS AND PLANNING | | | |
| Presentation of the project | 17 organizations in each city | | |
| Cultural Maps | 16 per city | | |
| MONITORING AND EVALUATION | | | |
| M&E systems | A M&E system was created to evaluate changes in the community members towards attitudes related to generating conditions for reconciliation. | | |

| | | | |
|--|---|----|----|
| Tool box of the Project Arte, Cultura y ...a Entendernos | A guide book (toolbox) was created as a simple document so that the methodology and application of the project could be taught to enable a replication process within local institutions interest in learning about how to develop strategies to strengthen capacity of communities (within their members and in relation to other local institutions) . | | |
| MONITORING AND EVALUATION | | | |
| Focus Groups | 12 | 11 | 23 |

Chart 3.3.3

Indicators of beneficiaries: Number of beneficiaries that received capacity building training and participated in project activities.

| Project Beneficiaries: | | | |
|--|-------------------|-----------------|--------------|
| Direct Beneficiaries Registered | Valledupar | Monteria | Total |
| Demobilized | 26 | 30 | 56 |
| Family member of Demobilized | 7 | 10 | 17 |
| Community member | 30 | 27 | 57 |
| Total Direct Beneficiaries Registered: | 63 | 67 | 130 |
| Indirect Beneficiaries | | | |
| Other Community Members (approx) | 40 | 35 | 75 |
| Institutions (tool box training) | 23 | 24 | 47 |
| Journalist and Media participating in (Workshop) | 37 | 24 | 61 |
| Total Indirect Beneficiaries | 103 | 87 | 190 |
| TOTAL Beneficiaries (direct and indirect) participating in the activities | 166 | 154 | 320 |

4 CHANGES PRODUCED WITHIN THE COMMUNITIES

4.1 Overview

Graphic 4.1 Characteristics of the relationships within the community

| At the Beginning of the Project | At the end of the Project |
|---|---|
| Mistrust Apathy Inadequate personal appearance Inadequate Vocabulary Resistance to participate Fear of being acknowledged Fear of being photographed or filmed Stigmatization Deteriorated facilities of the community Skepticism towards public institutions Few family-bonding activities | Acknowledgment of the community Sense of belonging Communication and interaction between members of the community Spaces and situation were demobilized were accepted and seen as part of the community Trust levels improved Levels of commitment increased Leadership Association of entities in the reconciliation process Media awareness Approaching and interaction with institutions Motivation in training processes Self-awareness Talents discovery and enhancement Detecting and referral of cases of substance abuse Detection of family violence Community initiatives Creation and consolidation of reconciliation spaces |

4.1.1 Changes produced in the community members (in relation to themselves and to the demobilized)

Community members who attended our activities were asked about the results and impact of the project. In their words, they recognized the importance of having a project that was for the community and not for demobilized only. This way, there was no segregation or stigmatization coming from the project. On the other hand, the activities developed by the project allowed a community to gather and meet one another. Before the project members participating in the project mentioned they had seen other neighbors, but had never talked with them. In some cases, they would say that they would not go near a demobilized because they were scared, but during the activities of art and culture, where integration took place, they were able to see beyond the demobilized, and discover another human being just like themselves, with feelings and with different capabilities.

Additionally, community members were able to acquire knowledge, and discover they had talents. For example one beneficiary said she had discovered she was a journalist in her heart when she learned how to write newspaper articles and create news. Another participant discovered he liked photography. One of the demobilized, now a story teller, recognized how, in the beginning of the project, he would cover his face with a cap, maintain silence and seldom participate in program activities. Now, he could become visible and not feel rejected. There was now a space for him as a citizen rather than a demobilized.

Finally, community members, through art and culture activities, learned not only about art and culture, but also about relationships and about themselves. In one case, one woman was able to discover she was not only a mother or a wife, but also an artist. This has allowed her to gain more of her self and be admired by her family.

4.1.2 Changes produced in the community members (in relation to local institutions)

Activities carried during the project involved also the participation of local institutions. The members of this community during this project were able to understand and learn about different institutions: what services they offered, how to access these organizations, and benefit from the services of these organizations. Despite the fact that the community does not generally trust public institutions, this project allowed to narrow down the distance between communities and public institutions through the activities carried. One example that illustrates the gaps existing was when a group of beneficiaries were accompanied to visit the public library. The beneficiaries would stand by the door and not enter the building thinking they would not be allowed because they were poor and demobilized. The librarian also looked at the visitors with surprise and disapproval. However, soon it was made clear to all that the public spaces are for all citizens. These allowed community members to learn how to approach public institutions, and how to inquire and receive the benefits of public services. Even though skepticism persists, the first barrier of approaching these institutions was released.

Bringing local institutions to their community was also an objective of this project. This way, local institution approached community, learning about their needs, their situation and permitting, a closer acquaintance.

4.1.3 Changes produced in the community members (in relation to journalists)

Here again, as well as with local institutions, the idea was to be able to strengthen the abilities of the community members, in order to facilitate a reconciliation process. In this case the journalists. The work done with journalist allowed, a better understanding of the situation of a traditionally excluded community through a particular story illustrating the situations of a demobilized or a family members of a demobilized groups. For the community members, it was an opportunity to bring their stories forward to the media and to a larger public, and on the other hand the possibility to be acknowledges. It was surprising to see, how the community members that participated in the project were able to present themselves towards the journalist and also to see their story or situation being printed in the media.

4.2 Monitoring Program Changes: The SISMI System.

4.2.1. Overview

SISMI stands for System of Tracking, Monitoring and Impacts and it is the vertebral column of the project in terms of the design and evaluation of activities undertaken. This instrument is based on a group of related qualitative indicators developed by the team based on initial analysis and the results from the needs assessment phase.

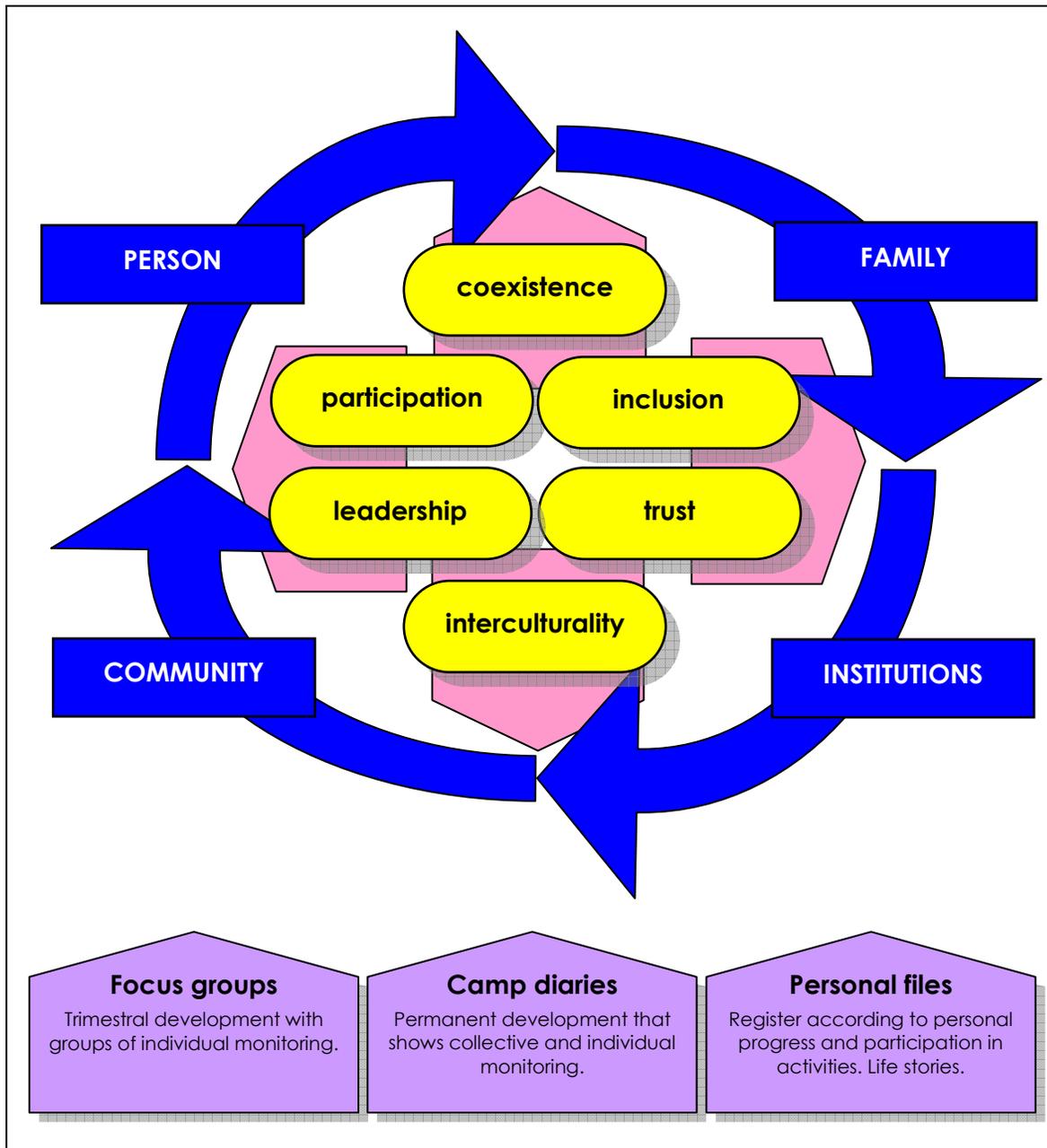
The project's strategy of art and culture was used as a tool to gather community members. The implementation was based on the members of the community; on their expectations, positions, strengths, skills, abilities, and ways of living. In this sense, the community itself can further continue consolidating time and space for reconciliation devoid of political, ideological and economical conditions because culture, art and traditions were taken as tools and paths for gathering members together, for integration within the community and institutions as well. The targeted communities showed that receptivity was gradually achieved around a common ground and neutral topic that captures everyone's interest: **art and culture**. Under art and cultural activities there is no bad and good, no wrong and right just a flow of social meanings, communities' self expression and personal/collective development.

In general terms, the project as a facilitator, produced a transformation of the social environment which alleviated apathy and lack of participation. Now the target communities feel eager to work together with other institutions to achieve desired peace and reconciliation.

In order to have a better approach to changes produced within the communities through the implementation of the project, a monitoring system was created to evaluate and measure the impact of the project; and the results of the application of the system are explained in the following three coming sections:

- Monitoring system: instrument used to evaluate
- Outcome of the monitoring system in Monteria and Valledupar
- General conclusions with relation to the SISMI and the changed produced within the direct beneficiaries.

The base of SISMI constitutes six ways of relation: coexistence, inclusion, trust, interculturality, leadership and participation. These types of relationship are assumed as the indicators how family, institutions, people and community relate. These four are taken as the targeted instances with which the project worked. This dynamic is illustrated in the following graphic:



The purple arrows represent the instruments for the registration of data, in other words, the sources of information: focus groups, camp diaries and personal files. Although the information that can be collected with each source is not identical, for the system purpose, the treatment of the material is identical. Once this is clear, the collection of information from the three sources use the same process for qualification and content analysis.

The linking arrows established for the system between the four-targeted instances work as threads that weave social fabric. There are many functions of the relationships between each instance. For example, between a person and the family, different types of relations are present including trust, participation or coexistence. For the relationship between family and institutions, the indicator is trust and confidence. For the relation between family and individuals, coexistence is the indicator. For the relation between individuals and their community, leadership is the indicator. For the relation between community and institutions, interculturality is the indicator. For the relation between individuals and institutions, participation is the indicator. Lastly, for the relation between family and community, inclusion was the indicator selected.

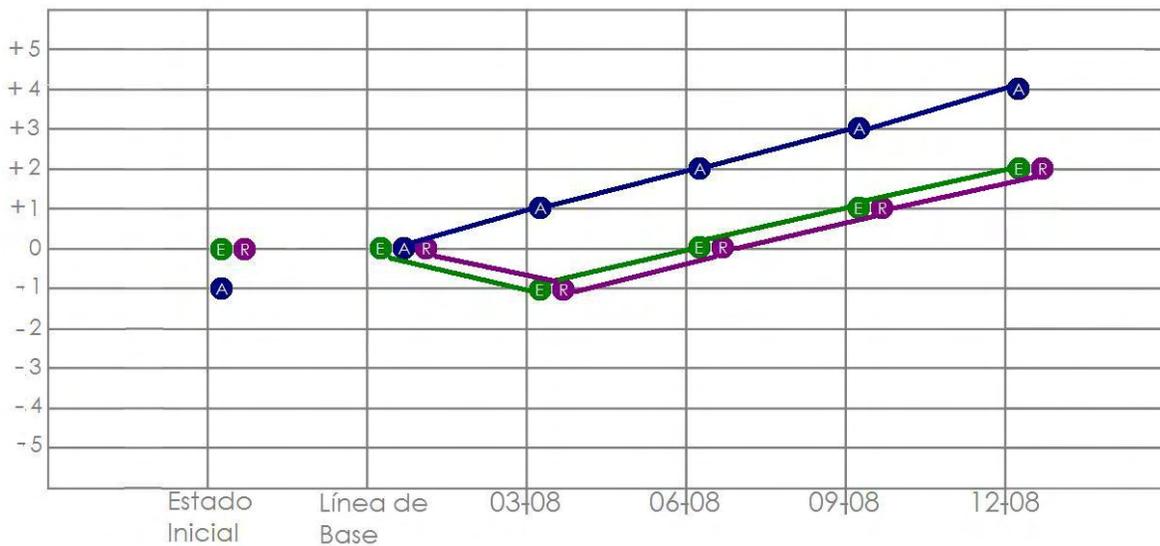
Instrumentally, the project defines reconciliation conditions as the capacity that lies in those relations that support individual, familiar, collective and institutional interactions aiming at common benefit and a better environment. This way, activities of the project should foster the improvement and strengthening of all the relations; hence the indicator character is useful for programming, implementation and tracking of the project. With the purpose of keeping track of these six indicators, three common attributes are measured per indicator: stability, authenticity and reciprocity. And these three attributes are measured in qualitative terms so in order to detect if the relation in question contributes to the growth of the social compound a (+1) is given to the attribute being evaluated, if it does not contribute (0) and if it worsens it (-1). The following graph illustrates this measuring concept:

| Atributes Indicators | Stability Sporadic/ durable | Authenticity false/ conviction | Reciprocity Unilateral/ bilateral |
|-------------------------|---------------------------------------|--|---|
| Coexistence | | | |
| Participation | | | |
| Inclusion | | | |
| Leadership | | | |
| Trust | | | |
| Interculturality | | | |

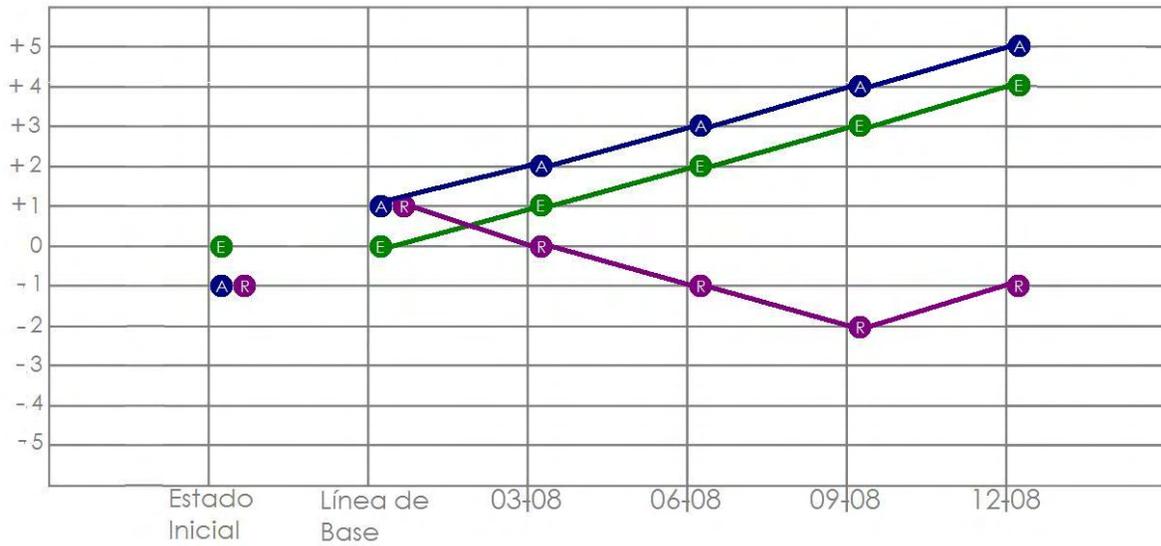
4.2.2 Outcomes registered y the monitoring system per indicator and attributes in Monteria and Valledupar

The graphics below shows how each indicator or mode of relationship developed during the project's implementation in Monteria and Valledupar. The measuring scale on the vertical side of the graphic consists of positive, zero and negative values that express if the indicator improved or worsened during the project. The horizontal side refers to the time frame during the period in which the samples were taken: initial state implies the diagnosis before the project begun, the starting point marks the initiation of project activities, and the other four points stand for periodic evaluations. This measuring model replicates in each of the indicators with the three attributes for each period.

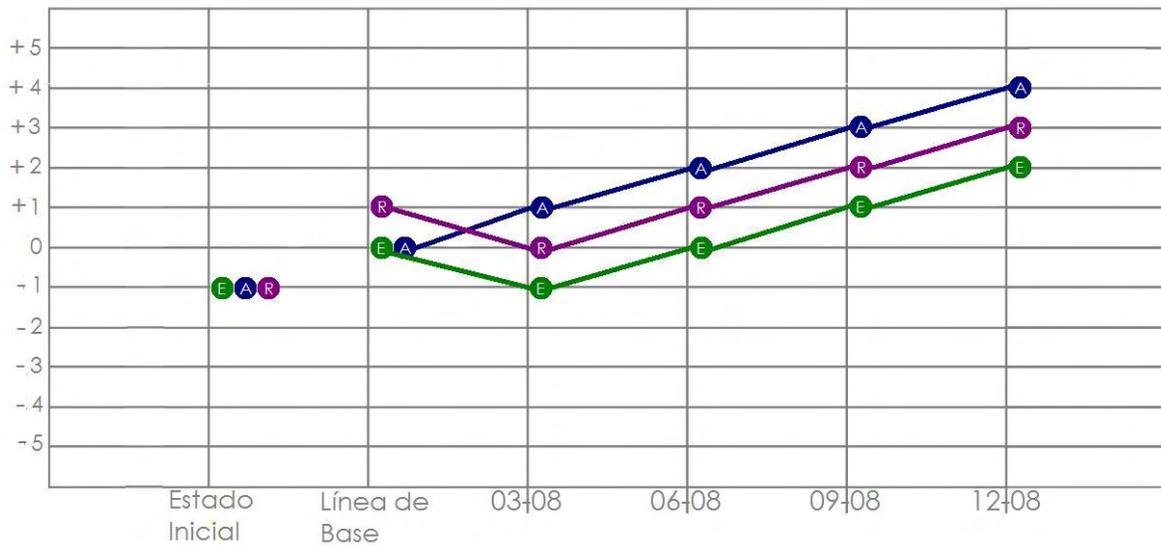
4.2.2.1 Monteria's Graphics



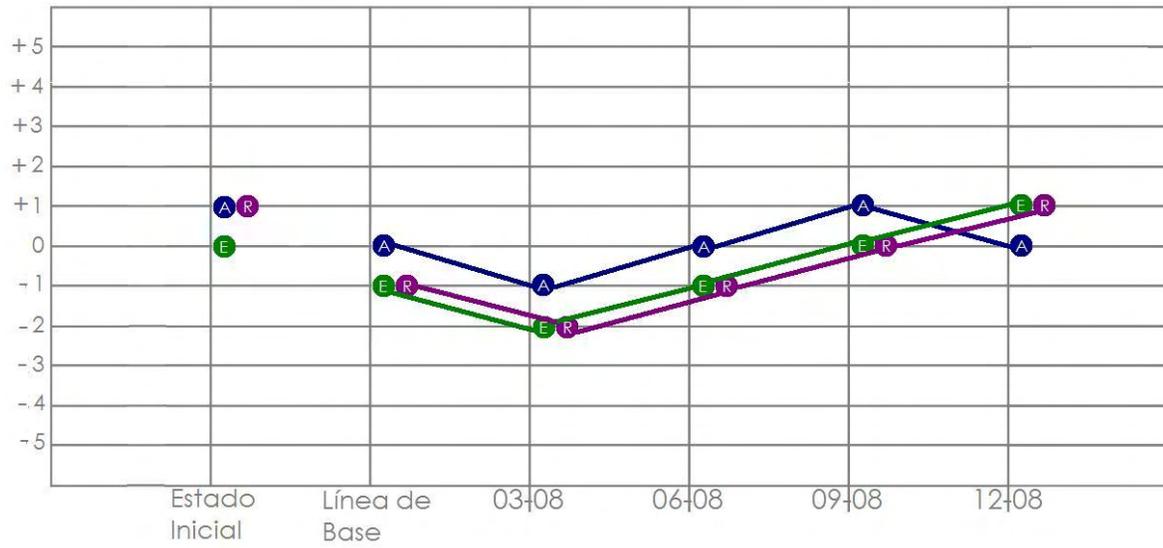
COEXISTENCE



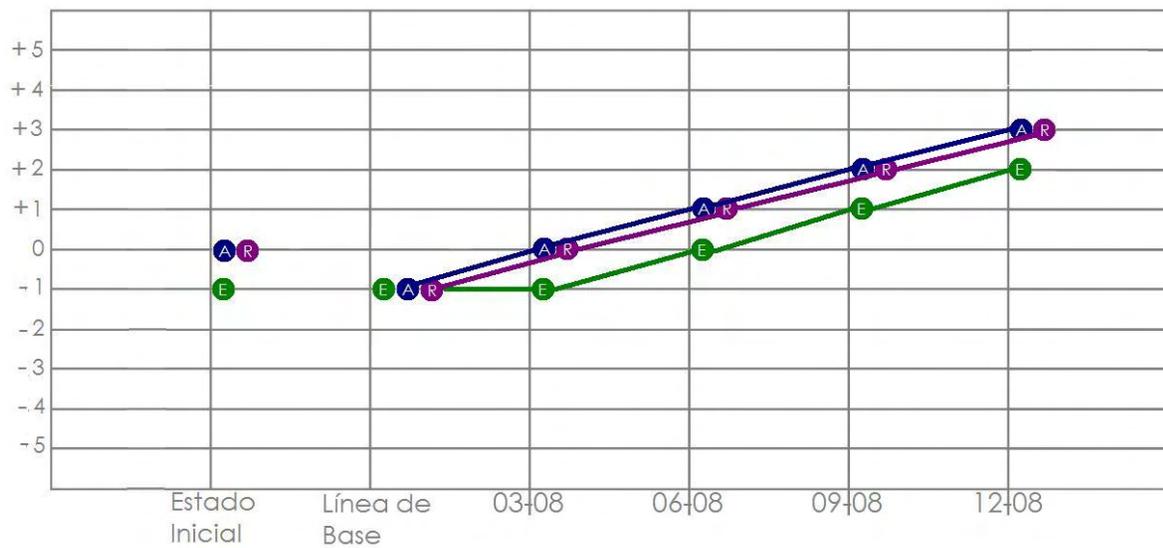
LEADERSHIP



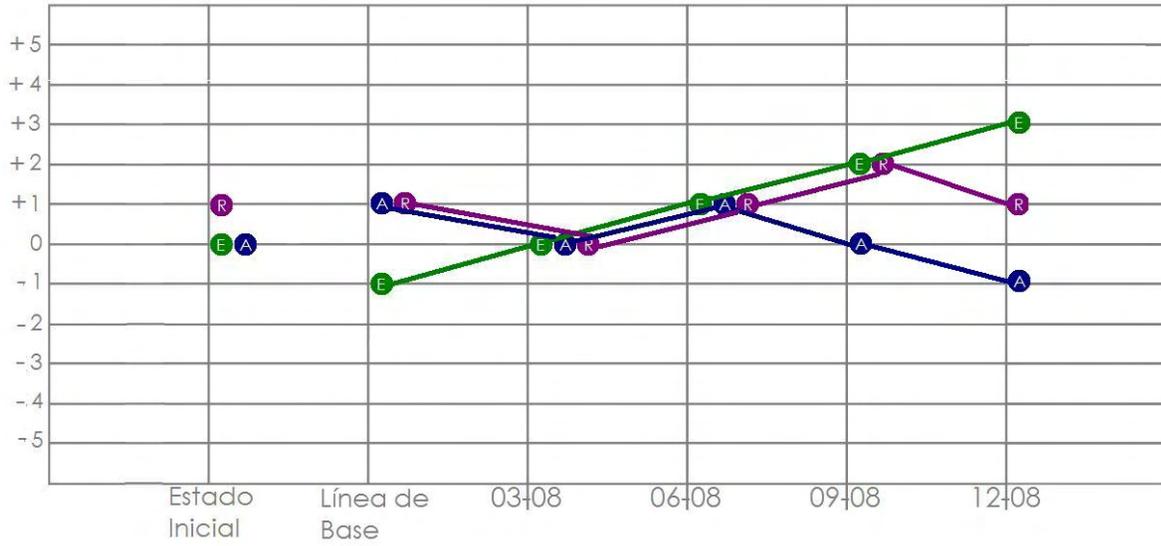
PARTICIPATION



INCLUSION

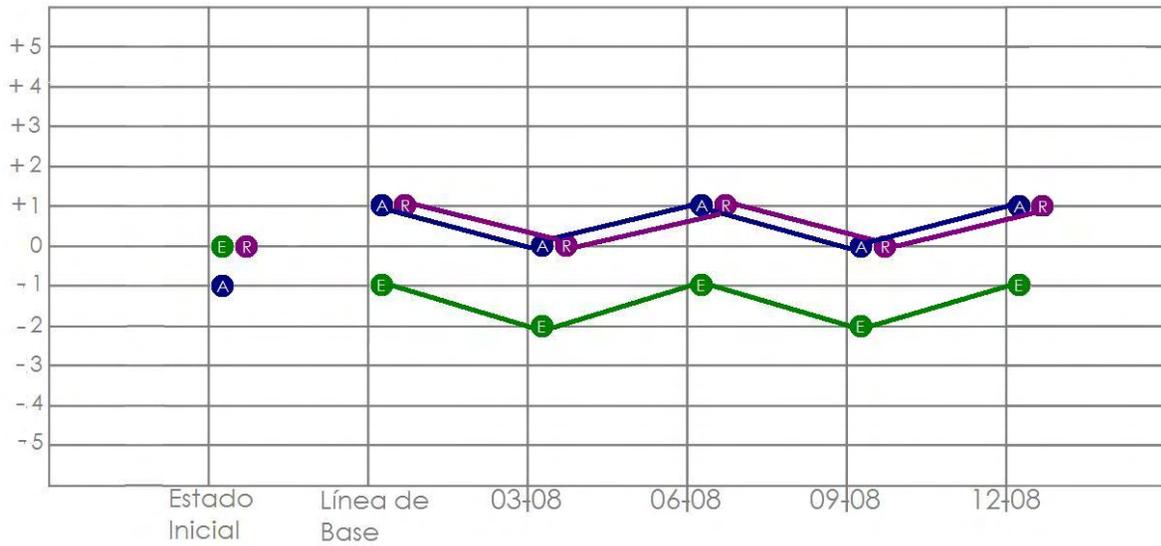


TRUST

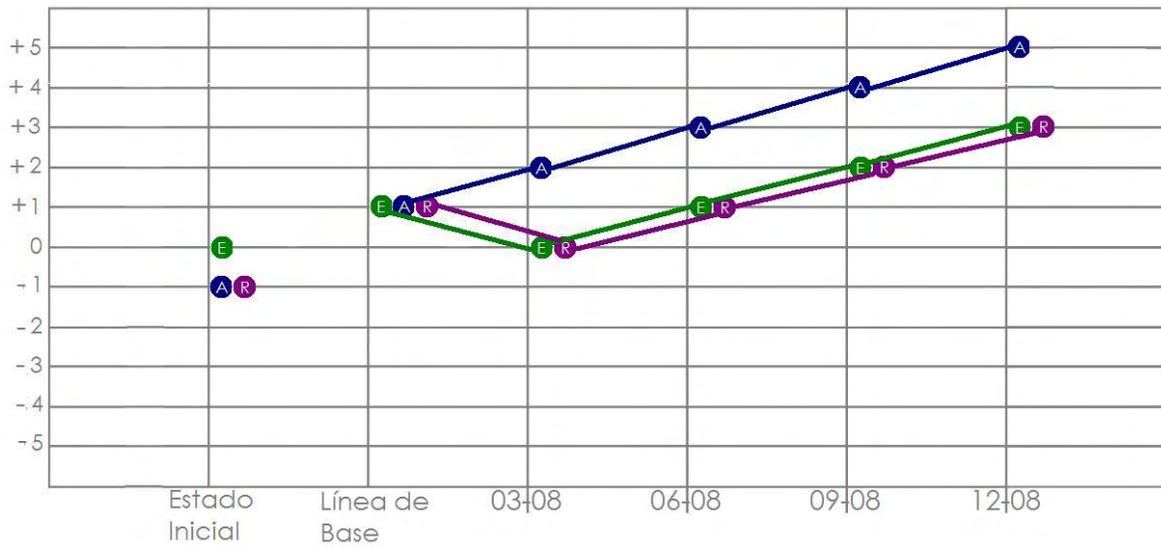


INTERCULTURALITY

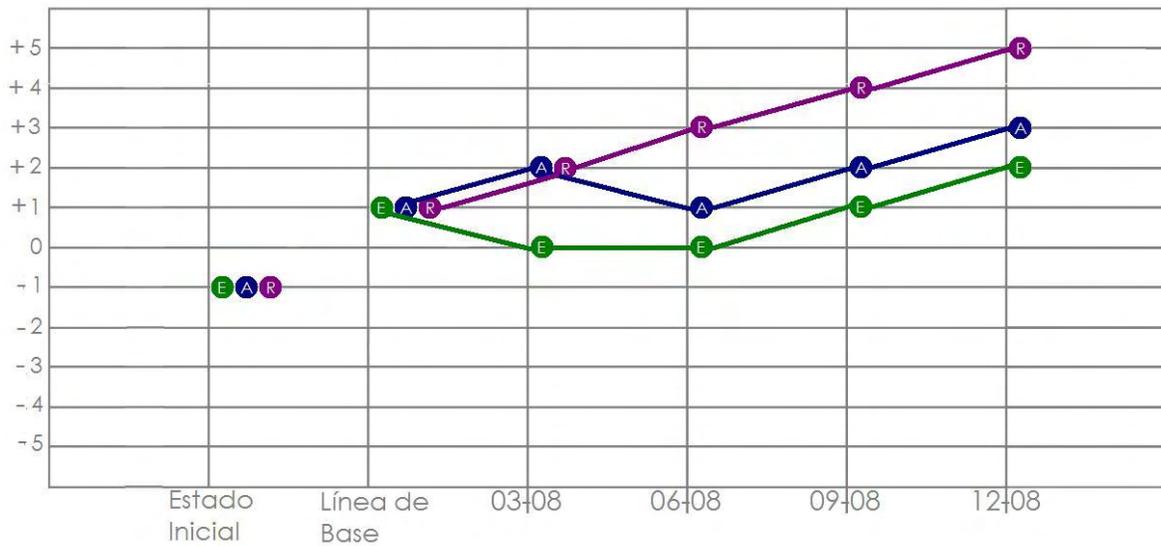
4.2.2.2 Valledupar's Graphics



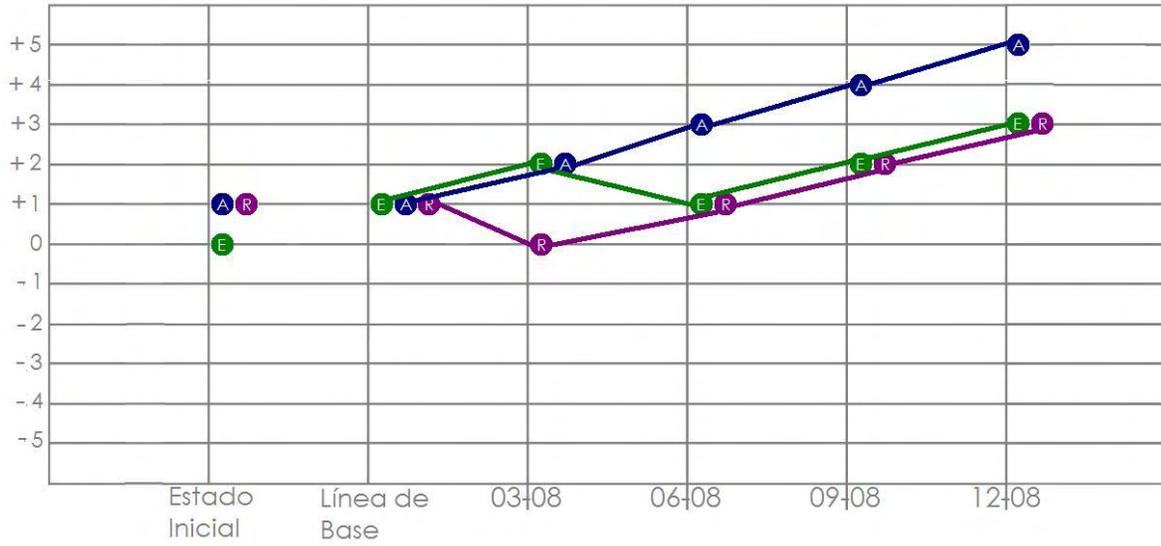
COEXISTENCE



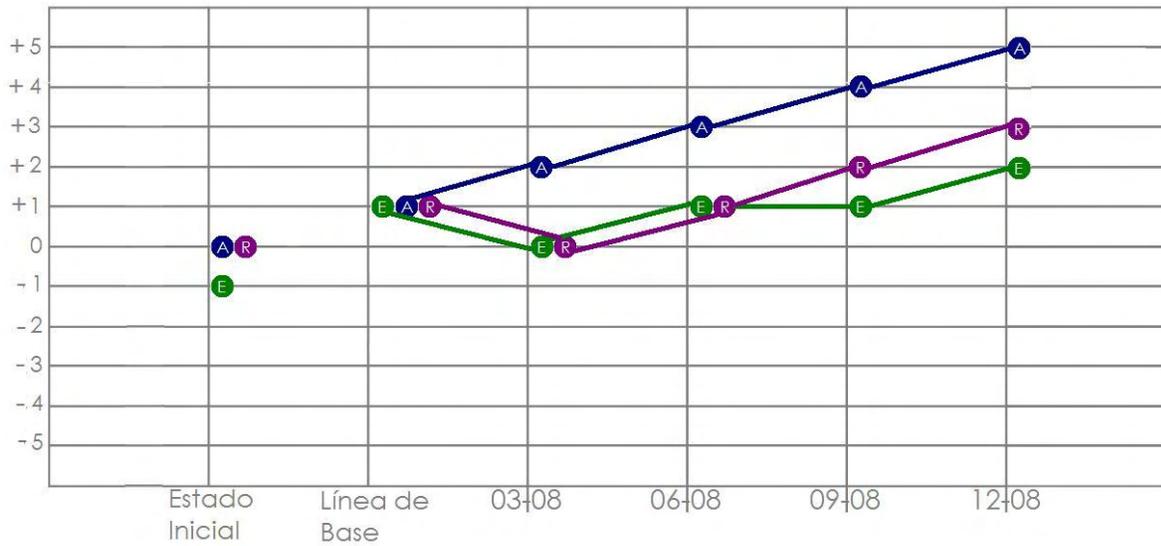
LEADERSHIP



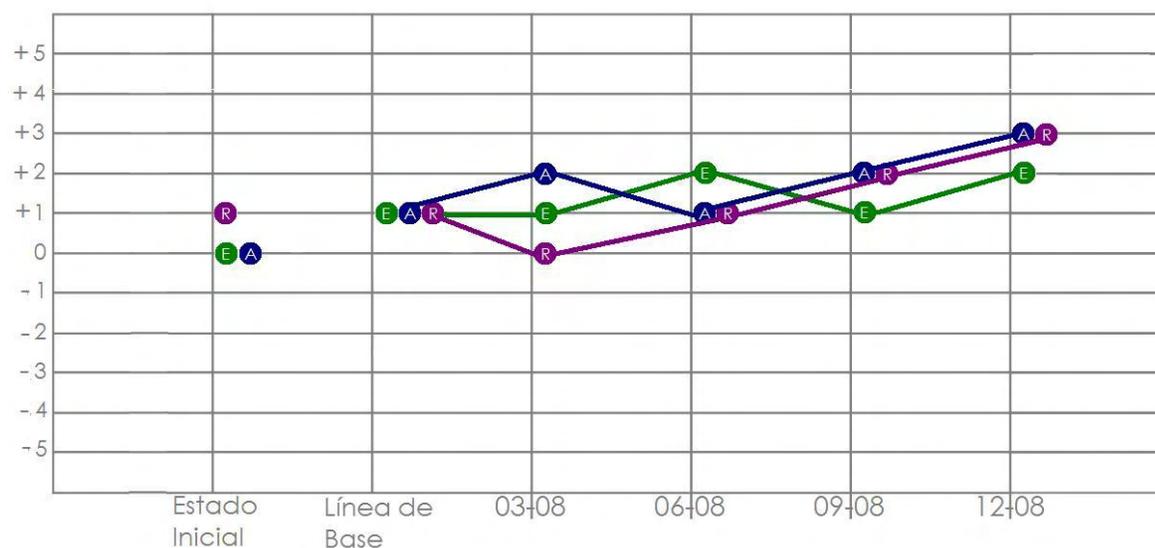
PARTICIPATION



INCLUSION



TRUST



INTERCULTURALITY

4.2.3 General conclusions in relation to the SISMI and the changes in perception/behavior by direct beneficiaries

The graphics in general demonstrate an improvement within the communities' relationships. However, two of the indicators which were less stable were that related to interculturality, which basically referred to the relationship between community and institutions, demonstrating a tension and skepticism towards each other. The other indicator, which was also unstable, was that of coexistence, where individual and family relationship showed tension. Domestic violence and drug abuse, especially in Valledupar revealed that other circumstances, apart from those related to the conflict; also affect the possibility of a process towards reconciliation. Reconciliation requires an integral approach towards structural problems and those derived from the conflict. The person has to be at ease with himself, in relation to his family, then, in relation to the community and lastly as a citizen.

The lack of opportunities (social and economic) affects the possibility to advance in a reconciliation phase. However, through this project, more possibilities and opportunities were opened for the community to integrate to society. A large responsibility lies on the public institution capacity to give answers to the community needs on issues related to the peace process and reconciliation. Since the project began, community members, and beneficiaries of the project are more aware of their rights and responsibilities.

5 LESSONS LEARNED

The project “*Arte, Cultura y... a entendernos*” left a rich set of lessons learned for the organization, for future projects in Monteria and Valledupar, and for further efforts on reconciliation processes. The lessons learned are described in relation to the specific groups involved in the development of the project: institutions, communities, Journalist and beneficiaries.

5.1 Institutions

Under the accompaniment of an external organization that facilitates processes, entities, institutions and local organisms actively participate and interact with each other and with the community. Moreover, it seems necessary to bridge the gap between local institutions (government and NGOs) and communities and vice versa, in order to break down stereotypes and stigmas. Building a strong relationship between institutions and the community strengthens institutions’ images and the community benefits from services received. In this way, a reciprocity link is created. Due to benefits for all sides, local institutions have decided to continue with the project on their own, this shows that institutions have much more to give with regards to understanding and peaceful coexistence in a context marked by violence. Now, it seems significant that institutions increase awareness of their contributing role in reconciliation and specifically, in valuing community and demobilized population.

5.2 Community

It is important to recognize multiplicity and diversity within the community and facilitate processes in which the community members define the work of the project. This highlights that success of the project lies on empowerment and leadership skills within community members. For this to be possible, a previous diagnosis of the community and its environment should be done. Several actions must also be carried out, aiming at making visible the community and the project and increasing awareness within community members about their role as transformers, contributors of society’s imagery and agents of change.

Also, strengthening communities’ knowledge of their rights and duties will trigger demands for governmental institutions. Likewise, institutions acknowledge community member’s rights. This dynamic allows a better implementation of state obligations and programs.

5.3 Journalists

The work with journalists revealed the difficulty of working in conflict zones, where the news simply cannot be published because of the threat to life. On the other hand, another issue which was visible, mainly related to the journalism business, was the evidence on how “bad news” (meaning violent news) is profitable from a business point of view. Therefore, there is little space and almost no encouragement for journalists to make news on positive efforts of reconciliation. Building news on reconciliation is not seen as profitable. The culture towards violence is embedded in the society,

and hence changing the culture (were violence is seen as normal) requires further training in peace building within the society and journalists.

5.4 Beneficiaries

Communities have shown that they are more confident with national and international support initiatives than with those carried solely by local entities. It is key that this reality encourages more participation by from national and international institutions. This comes along with the understanding of beneficiaries that based on other international experiences; reconciliation is a process that includes several actors in which each individual contributes a little grain to the success of the process. In this sense, the recognition of each ones' ability motivates volunteer participation in the program and in new initiatives that open real opportunities for beneficiaries. Finally, sustainability of the initiative is possible because changes undertaken by each individual that participated in the program remains, due to the experience of peaceful coexistence far away from violence contexts.

6. COST SHARING, SUSTAINABILITY AND REPLICABILITY

6.1 Cost Sharing

An indicator of the success of the program was the Trust's capacity to leverage matching contributions from partners and participants. The OAS provided expertise from its staff in the planning and design of the program, technical assistance during its execution, and a valuable link with international speakers who reduced or waived their honoraria. The Trust also contributed with time from its executive director, deputy director and grant coordinator from Washington.

Through our partnership with local universities, the casa de cultural and the mayor's office, we were able to reduce substantially the costs of logistics. Indeed, the local institutions contributed with space for forums which originally were planned for 25 to 50 people each and ended with an average of 50 to 100 people each. Private sector companies often provided for food and drinks during the event. Finally, Civil Society in general made an important contribution to the program, leveraging the funding provided by Mission. For example: journalists and NGO representatives freely joined the initiative and received no payment for their time in attending meetings and organizing and promoting participation. Finally, media coverage of the program and activities served to foster participation in program activities and to disseminate information about the peace process and reconciliation efforts in Monteria and Valledupar.

6.2 Sustainability

From its inception, sustainability of the initiative was linked to local institutions being able to continue program activities after the end of mission funding. The Trust trained a group of community leaders to continue promoting dialogue and discussions at the local level. Additionally, local entities have decided to continue with particular modules of the program with their own funding. In Monteria, the Trust entered into a memorandum of understanding with Pontificia Universidad Bolivariana and the Office of the Governor of Cordoba. In Valledupar, the Trust signed a cooperation agreement with the Mayor of Valledupar. In both cities, through support from these institutions, we expect the program to continue beyond USAID funding.

6.3 Replicability

The Trust for the America believes that this program could serve as a model for future civil society programs in Colombia and throughout Latin America, emphasizing participation and localized capacity building. Furthermore, the model of using art and culture to foster reconciliation and to work closely with the media could be used more broadly by the Colombian Government as a method of consultation and participation for major decisions concerning the future of the peace process. Other institutions could also take advantage of the toolkit devised by the Trust to implement similar activities at the local, regional and national level.

7. CLOSING REMARKS

A project that affirms and takes into account the community members' perspectives and proposals guarantees sustainability of initiatives. While recognizing and valuing difference and divergence among demobilized, receiving community members, institutions, media and general public, the project built neutral common ground through art and culture. Participation in cultural, artistic or citizenship spaces created a listening and receptive attitude that contributed to the building of meeting points, social interaction under the umbrella of peace, respect and knowledge of personal and collective abilities. Also, self-expression of doubts, problems, questions, expectations made dialogue possible. In this sense, neutral programs in which every one is significant provides motivation that lead to the development of new ways of relationships without oppression, discrimination or stigmatization. New ways of relationship that appear as part of spontaneous artistic and cultural events are fundamental for the reconciliation purpose that underlies "*Arte, Cultura y a... Entendernos.*" This is how art and cultural activities can be used as paths that lead to the facilitation and creation of adequate conditions for reconciliation.

The project proved that sharing time and space with others significantly improves interaction and socialization in terms of respect and problem solving related to day to day circumstances. Also, the role of media and journalism takes an important dimension for building reconciliation conditions in a country that requires peace-building. This applies to the role of local institutions and their relationship with other organizations and the community. Finally, fostering significant changes in a society requires joint efforts on behalf of community members, journalism and media and institutions through the continuous development of initiatives just like "Arte, Cultura y... an Entendernos."

Finally, we believe it is important that the local and national government continue strengthening their channels of dialogue with civil society representatives and community members not only in Montería and Valledupar but in the entire country. The system of forums and dialogue exchanged developed by the Trust for this project provides a ready infrastructure for the GoC to continue a meaningful exchange of information about the peace process with civil society. The GoC must commit to continuing this process. Local agencies in Montería and Valledupar already agreed to continue supporting dialogue and reconciliation activities using the toolbox and methodology provided by the Trust. The GoC should take advantage of the model developed by the Trust for purposes of replication in other regions.

8. ANNEXES

Attached in the hard copy, please find a CD with copy of the 5 radio spots, 2 videos, the song and 6 Local media profiles or life stories.