

**COOPERATION AGREEMENT No. AID-514-A-09-00001, SIGNED BETWEEN THE
INTERNATIONAL ORGANIZATION FOR MIGRATION – IOM AND THE UNITED
STATES AGENCY FOR INTERNATIONAL DEVELOPMENT – USAID**

**Summary of the final report of the study performed by the
University of Los Andes**

**BALANCE AND PERSPECTIVES FOR PHASE II OF THE 'ASSISTANCE PROGRAM FOR
CHILDREN, ADOLESCENTS AND DISENGAGED YOUTH (CHA&Y) OR AT RISK OF
RECRUITMENT**

July 6, 2011

EXECUTIVE SUMMARY

This study sought to determine the pertinence, relevance and sustainability of the activities implemented within the framework of Phase II of the “Consolidation Program to Support Child Ex-combatants and prevent recruitment of children by illegal armed groups” financed by the United States Agency for International Development (USAID).

Regarding pertinence, the results of the study show that activities implemented within the framework of the IOM/USAID Program correspond to a) the objectives of IOM’s Program for CHA&Y disengaged or at risk of recruitment for each component (assistance and prevention); b) the factors that according to the trends study “Econometría” (2008), organized with the ecological model for human development (Bronfenbrenner, 1989), are identified as priorities for the assistance of CHA&Y disengaged from IAG and for recruitment prevention. As for relevance, activities implemented are congruent with a) ICBF’s assistance guidelines, b) the Colombian Government’s recruitment prevention policy, and c) the Human Rights based approach (HRBA). With respect to sustainability, the study identified diverse activities that must be implemented in the future so that processes and results may continue once IOM/USAID’s assistance ends.

Looking to the future, regarding the assistance component, it is recommended to continue supporting the strengthening process of the Government’s Specialized Assistance Program for CHA&Y victims of forced recruitment, through the evaluation of processes, products and results of the reintegration program, on an ongoing basis, with a theoretical, conceptual posture grounded on and within the framework of the HRBA, based on the participation of CHA&Y. It is necessary to give special importance to all instruments and materials derived from this project. On the other hand, it is crucial to consolidate the search for the causes of recruitment, in order to focus on activities pertinent to the different contexts where recruitment takes place, and strengthen the prevention component, whose policy is embodied in the CONPES 3673 document. Implementation of this policy is the way to achieve the objectives of the prevention component. IOM’s collaboration in this process is of utmost importance for the strengthening and consolidation of activities as well as for networking with relevant actors and organizations. Likewise, prevention models must be based on the comprehensive development perspective, the HRBA, and the differential approach. It is essential to consider the implementation of a monitoring and evaluation system that enables the achievement of program objectives.

Lastly, regarding sustainability, the evaluation identified challenges in the following areas: planning, assessment of existing practices, knowledge management, and consolidation of experiences, and the continuous strengthening of public policies’ implementation.

ACRONYMS

USAID	United States Agency for International Development
IOM	International Organization for Migration
UNICEF	United Nations Children's Fund
UNDP	United Nations Development Program
SNBF	National Family Welfare System
DNP	National Planning Department
ICBF	Colombian Institute for Family Welfare
MEN	National Ministry of Education
SENA	National Learning Service
CIPR	Intersectoral Committee for Recruitment Prevention
SE	Education Secretariat
CONPES	National Council for Economic and Social Policy
SRPA	Juvenile Justice System
CROJ	Youth Reference and Opportunity Centers
MVRO	Vulnerability, Risk and Opportunity Mapping
IICR	Reintegration Conditions Index
CHA&Y	Children, Adolescents, and Youth
HRBA	Human Rights Based Approach
IAG	Illegal Armed Groups
BACRIM	Emerging Criminal Gangs
ACRSE	High Council for Social and Economic Reintegration
FARC	Revolutionary Armed Forces of Colombia
ELN	National Liberation Army

I. INTRODUCTION

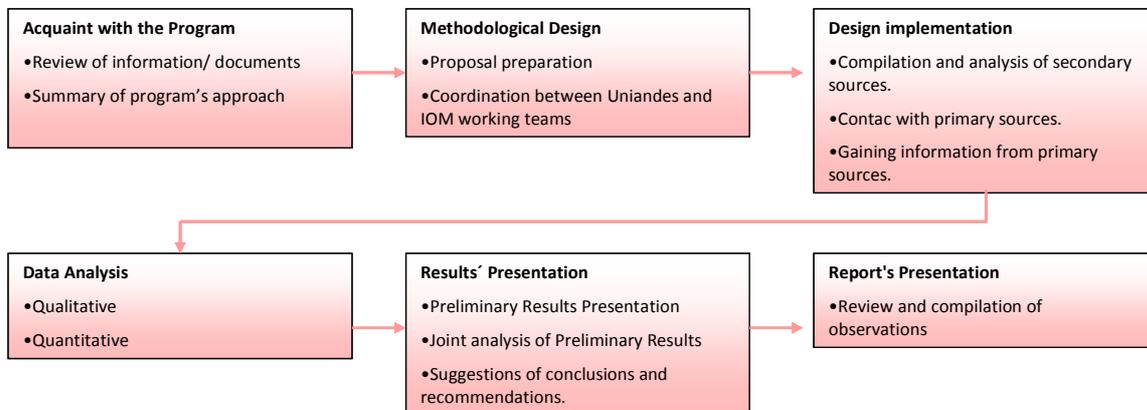
Purpose

The general objective of the evaluation is to contribute to the identification of strategic, tactical and operational routes for the design and implementation of future activities within the framework of the interventions included in phase II of the “Consolidation Program to Support Child Ex-combatants and prevent recruitment of children by illegal armed groups”, financed by the United States Agency for International Development (USAID) with a duration of three years.

Methodology

A utilization-focused external evaluation was carried out. This type of evaluation is aimed at “the systematic collection of information on the activities, characteristics, and results of a program in order to assess the initiative, improve its effectiveness and/or guide decisions about its future” (Patton, 1997, p. 23).

Multiple methods were used (quantitative and qualitative), as well as sources (secondary such as data bases, documents, quarterly reports, and evaluation reports; and primary source such as key formants from IOM ICBF, and other involved State entities, as well as local project partner organizations) and information collection methodologies (document analysis, structured or semi-structured interviews, discussion groups, observations, and analysis of available data bases. The following activities were carried out for the evaluation process; they are illustrated and described in the figure below:



Research questions

Pertinence

1. What of what IOM has done within the framework of the IOM/USAID Project contributes to the achievement of the objectives of IOM’s Program for disengaged CHA&Y and at risk of recruitment for each of its components (assistance and prevention)?
2. What of what IOM has done within the framework of the IOM/USAID Project influences the factors that, based on the ecological model for human development, are identified as priorities for the assistance of CHA&Y disengaged from IAG and for recruitment prevention?

Relevance

1. What of what IOM has done to support ICBF'S assistance program has contributed to the fulfillment of the policy lines established within the guidelines? What still needs to be done and on which of these lines should IOM's future support concentrate on?
2. How has IOM contributed to the materialization of the differential approach to meet the specific needs of CHA&Y in terms of gender, ethnicity, and age?
3. What of what IOM has done in the prevention component is consistent with national and local prevention policies and contributes to their compliance? What needs to be done and what should IOM's support consist of in the future?

Sustainability

1. What has IOM done to ensure transference and institutionalization of activities for the assistance component? What needs to be done and in what lines should IOM's support focus on to complete the transference process?
2. What has IOM done to ensure transference and institutionalization of activities for the prevention component? What needs to be done and in what lines should IOM's support focus on to complete the transference process?
3. What context variables constitute challenges or opportunities for the institutionalization of program processes?

Reference Framework

According to the last report on Human Development (PNUD, 2010), Colombia occupies position number 79 of the 169 countries that have comparable data. In the last three decades, the country showed a yearly growth of 0.8%, moving from a Human Development Index – IDH of 0.537 to a current 0.689. In spite of this, Colombia continues to be one of the countries with greater inequality in income distribution in Latin America, to what we add the political situation in which phenomena such as paramilitaries, drug trafficking and guerrilla groups have generated a humanitarian crisis that is far from being over. In this context, one of the populations most affected by the conflict are CHA&Y, as they have not only become victims, but also active members as consequence of recruitment by IAG. The program evaluation process presented hereby is based on and framed by a series of conceptual parameters, theories, norms and approaches, briefly presented below.

First, the concept of “child” bears great importance, since national and international regulations differ in this respect. According to Colombian legislation, a child is any person under twelve years of age, and an adolescent is any person under eighteen years of age¹. While the Convention on the Rights of the Child, uses “child” to refer to any person under eighteen. This defines the parameters to be considered by the countries in the classification of those recruited by insurgent groups. A *child soldier* is defined as “any person under eighteen years of age that is part of any type of armed force, regular or irregular, in any capacity, including but not limited to cook, porter, messenger, and anyone accompanying these groups, except family members” (UNICEF, 2004, p.14). This definition is intentionally broad, as these organizations want to make sure that it covers as many children as possible, to make sure they can access the various demobilization and reintegration programs.

¹ Código de Infancia y Adolescencia, Ley 1098 de 2006.

To this respect, in Colombia, Law 418 of 1997 states that children under 18 years of age who disengage from these groups are entitled to the same benefits granted to those adults that voluntarily give up their weapons². In this sense, the Law gives these CHA&Y a double condition: one of victims of political violence, and another of persons disengaged from IAG³.

In the evaluation process of a program such as the one presented in this report, it is necessary to begin with crosscutting conceptual parameters, not only regarding actors, but also processes. Regarding actors, it is important to consider where they were in their development cycle at the time of recruitment as well as at the time of disengagement from IAG, as this defines the level of cognitive development which allows a person to approach the situation in different ways, and the social and moral development level which determines the consequences that being part of an IAG may cause.

Likewise, vulnerability level becomes important as these CHA&Y have specific conditions that make them vulnerable to recruitment by IAG, voluntary or involuntary, and also determine their motivation to disengage and define their reinsertion and reintegration process into society. Reinsertion is a transitional phase and consists of the assistance offered to ex-combatants during demobilization in order to cover their basic needs and those of their families before beginning the reintegration process. On the other hand, reintegration is understood as an undefined social and economic process that usually takes place in the communities, at local level, where ex combatants settle after demobilization (UN – DDR resource center). From a broader and more holistic perspective, reintegration may be defined as a long-term process that involves the socioeconomic and political preparation of ex combatants to reintegrate into society; it involves individuals as well as receptor communities.⁴

Regarding processes, reinsertion as well as reintegration are considered within the framework of the fundamental rights and must be carried out as part of the comprehensive protection policy approved in 1989, in the Convention on the Rights of the Child whose *“fundamental content acknowledges children as subjects of rights, which means that they come from a purely private-relationships environment to emerge into a public environment, focusing on the validity of their rights and guarantees”* (Floglia, 2008)

In Colombia, Article 7 of Law 1098 of 2006 defines *“as comprehensive protection of boys, girls and adolescents their acknowledgement as subjects of rights, their guarantee and compliance, the prevention of their violation or threat and the security of their immediate reestablishment pursuant to the best interest principle. Comprehensive assistance is embodied in the set of policies, plans, programs and activities implemented at national, departmental, district and municipal level with the corresponding allocation of financial, physical and human resources”*. In this sense, the State’s responsibility towards CHA&Y is not just to ensure their quality of life, but to promote the respect of their fundamental rights, and to prevent any situation or condition that violates the rights of CHA&Y in all their aspects.

Therefore, to prevent recruitment of CHA&Y it is necessary to eliminate any condition of violation of rights. According to UNICEF’s guidelines for the assistance of disengaged CHA&Y in Colombia, the child recruitment prevention policy must be *“aimed at preventing CHA&Y from entering illegal armed groups, so that those underage children part of these groups abandon them and reintegrate into society, and so that youth that have left insurgent groups and have reintegrated, do not bear arms again”* (UNICEF).

² National Policy for the Social and Economic Reintegration of People and Groups Raised in Arms.

³ ICBF - IOM (2008). Guidelines for the comprehensive reestablishment of the rights of children, adolescents, and youth disengaged from illegal armed groups.

⁴ Facultative Protocol of the Convention on the Rights of the Child (UNICEF, 2004)

In this order of ideas, UNDP (2003, p. 263) states that: “a ‘rational’ prevention strategy” should focus on the factors or circumstances that increase the probability for an individual to join an armed group. That same report says that “the human development options best suited to prevent recruitment of people ‘in military age’ by illegal armed groups are educational, economic and recreational opportunities” (UNDP, 2003, p. 266). In synthesis, the ultimate goal of recruitment prevention is to protect the rights and improve the quality of life of children so that they do not become part of the armed conflict.

In accordance with this statement, since 2010, the country has an Intersectoral Policy to Prevent Recruitment and Use of Children and Adolescents by Illegal Armed Groups. This initiative organizes and coordinates the action plans of various national judicial research and control entities in order to influence “directly or indirectly on the identified risk causes and factors that foster recruitment and use of CH&A, so that this population remains within its family, community and school environments, which should be transformed in the mid, short and immediate term into truly protective environments guarantors of their rights” (p.2).

To achieve the above, there is a regulatory body at both international and national level. Regarding recruitment prevention of children by illegal armed groups, there are three main international regulatory documents that have been signed and ratified by the Colombian Government. The first one is the Convention on the Rights of the Child⁵, where article 38 makes reference to the treatment of CHA&Y in the context of armed conflict. The second international document is the Facultative Protocol of the Convention on the Rights of the Child regarding the participation of children in armed conflicts (Articles 4 and 7). Finally, Agreement 182 of the International Labor Organization (1999), approved at national level through Law 704 of 2001, states in Article 3 (b) that “recruitment and use of children is one of the worst forms of child labor” (International Labor Organization, Agreement 182:1999).⁶

In the national framework, Law 418 of 1997⁷, Article 17, makes special reference to the rights of CHA&Y that for any reason participate in the armed conflict.

It is essential to highlight that there is an important regulatory body on the issue of child recruitment in Colombia, which is focused on establishing recruitment of CHA&Y as a crime, and, therefore, on defining the procedures and penalties to punish it. This is how laws 548 of 1999, 782 of 2002, 1106 of 2006, 599 of 2000, 975 of 2005 (Justice and Peace Law) and 1098 of 2006 determine the criminal gravity of child recruitment.

Although assistance to underage victims and penalization of recruitment is being discussed since the late 1990s, recruitment prevention was not implemented and established until late 2010, with the issuance of the CONPES 3673 Document which, as stated above, contains “The policy to prevent recruitment and use of CHA&Y by IAG and organized criminal groups” (DNP, Conpes 3673, 2010)

Implementing public policies in an effective manner implies understanding them from a development perspective. An interesting approach can be made from the ecological model proposed by Bronfenbrenner (1976, 1979, 1986, 1992, 1999, 2005) which explains the interrelation of multiple factors, also covered by Sameroff (1989, 2000, 2009), which allows the definition of basic criteria for

⁵ The convention was adopted by the General Assembly of the United Nations on November 20, 1989 (ratified and adopted in Colombia through Law 12 of 1991, with reservations regarding numerals 2 and 3 of Article 38).

⁶ In: <http://www.ilo.org/public/spanish/standards/relm/ilc/ilc87/com-chic.htm>

⁷ This law has been modified by laws 548 of 1999, 782 of 2002 and 1106 of 2006 (Conpes 3673: 2010 Document).

both assistance of CHA&Y and recruitment prevention. These two stances allow a theoretical and conceptual approach and the definition of vulnerability and risk factors for this demographic group, taking into consideration two main axis for analysis: the differential approach (gender, ethnicity and generational) and the rights-based approach.

IOM (2007) in its “Psychosocial intervention guide for the direct assistance of victims of trafficking-in-persons”, proposes the Human Rights Based Approach (HRBA) as framework for its actions, with particular emphasis on three approaches: gender, generational and ethnic-cultural.

Likewise, HRBA, according to Fernandez Aller and Romero (2009), is a conceptual reference framework that improves traditional social intervention, as it calls for all interested parties to strengthen the capacities of key change actors, meaning “rights holders”, to make sure their rights are guaranteed, and the “obligations holders” so they may fulfill their duty. Thus, the teams responsible for designing, implementing and evaluating interventions have regulatory references to support their work in social contexts marked by discrimination, violence and inequality.

The ecological model establishes multilevel contexts that describe the individual’s relationship with the environment, where the immediate contexts are circumscribed within the more distant ones. These contexts are: the *microsystem*, which refers to the more nearby environments, i.e. behaviors, relationships and roles. The *meso system*, which comes from the interrelation of two or more environments in which the person develops. The next level of analysis is the Exo system; this level refers to the contexts or events where the individual does not directly or actively participate. Lastly, the macro system, considered a more general category, which makes reference to social and cultural regulations that affect other systems.

Regarding the analysis of the ecological model and based on the study undertaken by Econometría, Figure 2 shows each of the elements that would explain recruitment of CHA&Y (See Annex I). This analysis is complemented by Sameroff’s, 2009, work which explains the bi-directionality, reciprocity and interdependence of the different contexts established by Broffebrenner. In the case of CHA&Y, it is worth emphasizing on their individual situations, which must be considered when determining the legal responsibility for their criminal actions, based on the psychology of development and specifically from the moral development perspective, taking into account the different stages and the factors associated with the manifestations of criminal patterns (Loeber y Farrington 1998).

Finally, it is necessary to consider the international proposals on peace processes for the different countries and the role played by governmental organizations, as well as international cooperation agencies, and the cultural and contextual conditions in which the process develops. To analyze the situation from a receptor community perspective is a valid and legitimate exercise that enables the definition of the relationship between the different factors needed to design public policies.

II. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

1. ASSISTANCE COMPONENT

1.1. PERTINENCE

A) Pertinence of the assistance component’s activities of the IOM/USAID Project with regards to the objectives of IOM’s program for CHA&Y disengaged and at risk of recruitment.

Increase on the use of extra-institutional assistance modalities:

- By the end of the 2009-2010 period, 518 CH&A were assisted by ICBF's Specialized Program.
- The program was implemented by nine institutional and seven extra-institutional implementers.⁸
- A 12% increase was achieved from March 2009 to December 2010 in the implementation of the extra-institutional assistance setting.
- The strengthening of capacities has been achieved through definition of criteria that facilitate planning and implementation of activities, with the support of implementation guidelines supported by ICBF, the National Learning Service (SENA), various State entities and implementers.

Consolidation of the pedagogical models:

- IOM has fostered the development of a methodological proposal aimed at mitigating the psychosocial damage afflicted by recruitment on disengaged CHA&Y.
- IOM supported the definition of a joint action plan between ICBF and the National Ministry of Education (MEN) to provide educational opportunities adjusted to meet the needs of CHA&Y in the Program.
- To date, the MEN has a portfolio of educational models for the assistance of vulnerable populations, which includes the groups of CHA&Y affected by violence (disengaged or displaced)⁹.

Production and use of tool boxes:

- IOM supported the process to define the technical guidelines for the ICBF's Specialized Assistance Program (ICBF, November 2010).
- A total of 45 products were generated in the 2004 – 2010 period, 41% of which were published on 2008. In the period subject to evaluation, five products were published. The second edition of the MVRO methodology, published in 2009, must be added to this list. Three publications correspond to public policies, one to early childhood, one to life stories of disengaged CHA&Y and the last one, as mentioned, refers to the MVRO methodology.

Evaluation of the Youth Reference and Opportunity Centers (CROJ)¹⁰

- The CROJ assistance model was evaluated and validated. The final report was reviewed by IOM and ICBF¹¹.

Transference of the CROJ responsibilities to government institutions:

- The activities and processes of the CROJ model were standardized to guarantee access to public services.
- IOM carried out all actions necessary to transfer the CROJ model to ICBF and the High Council for Social and Economic Reintegration (ACRSE for its acronym in Spanish).

⁸ OIM (2011). CONSOLIDATION PROGRAM TO SUPPORT CHILD EX-COMBATANTS AND PREVENT RECRUITMENT OF CHILDREN BY ILLEGAL ARMED GROUPS. EIGHTH QUARTERLY REPORT (October – December).

⁹ MEN (dateless) Portfolio of Educational Models. Available in <http://www.mineducacion.gov.co/cvn/1665/articles> 89618 file pdf.pdf

¹⁰ The Youth Reference and Opportunity Centers (CROJ), were created to accompany and support those youth that exit ICBF's Specialized Assistance Program upon reaching the majority of age. The CROJ are in charge of providing guidance on a wide support network of services and opportunities to: obtain documentation, income or employment generation, facilitate access to basic services such as health, education, culture, sports; mechanisms oriented to prevent re-recruitment by IAG. Those in an Administrative Process of Reestablishment of Rights (PARD) have access to the CROJ, as well as those participating in the Youth Clubs (for recruitment prevention).

¹¹ OIM (2009b). Consolidation program to support child ex-combatants and prevent recruitment of children by illegal armed groups. second quarterly report (April - June).

- IOM transferred the Reintegration Conditions Index (ICR) to ACRSE.
- ICBF has allocated COP\$2 billion to support the productive projects of youth participating in the youth clubs through the CROJ.
- Private sector alliances have been created to foster the generation of employment opportunities (Ex. Almacenes Exito).

Support for the implementation of the new legal framework:

- Activities to strengthen capacities for the implementation of the CONPES 3554 document, approved in December 2008, were carried out. Said document defines the national policy for social and economic reintegration.
- Until December 2010, 459 CHA&Y had received administrative reparations.
- The program provided technical assistance for the implementation of the administrative process to reconstitute the rights of CHA&Y acknowledged as victims of violence.¹²
- IOM/ICBF developed a Project to identify the victims of the massacre perpetrated in 1990, in the municipality of Trujillo (Valle del Cauca) and implement the reparation process through the coordination of activities among the different institutions¹³.
- IOM designed and transferred ICBF a methodology to facilitate access by youth participating in reparation processes to scholarships from the Government of Canada.

B) Pertinence of the assistance component of the IOM/USAID Program regarding the factors that, based on the ecological model for human development, are identified as priorities for the assistance of CHA&Y disengaged from IAG.

Individual Factors:

- The data on the age in which CHA&Y enter and exit the Program shows that most of them enter between 15 and 18 years of age, and that the highest percentage does it between 16 and 17 years of age (66.6%).
- Regarding the educational level of CHA&Y before entering the Program, 20,8% was found to have only completed elementary education; 2,6% to have completed secondary education and only 0,6% to have completed high school. 9% of CHA&Y had no educational level or there are no records on the matter (3.5%).
- An indicator of the degree of affinity with the IAG could be the time CHA&Y remained in the group before disengaging. Analyses showed that CHA&Y report stays ranging between less than a year and 11 years. 35,5% stayed for less than a year, 21,6% for up to a year, and those that stayed for two years constitute 11,6%. When comparing information on time of permanence and type of IAG, it was observed that most of the CHA&Y that stayed for less than a year were recruited by the FARC, followed by ELN, BACRIM and AUC. As from the second year, there is a difference between the guerrilla groups (ELN and FARC) and other armed groups (BACRIM and AUC): the number of years tends to be higher for those linked to guerrilla groups. Very few CHA&Y remain for over three years in AUC or BACRIM, while there are CHA&Y that stay for over 8 years in the FARC and ELN.

ICBF's Program, with IOM's support, is coordinating with the MEN access of disengaged CHA&Y to formal education, according to their individual needs. SENA, within the framework of Agreement 090 with IOM and Agreement 288 with ICBF, has included in its portfolio services the Assistance Program for Vulnerable Population.

¹² OIM (2010b). Consolidation program to support child ex-combatants and prevent recruitment of children by illegal armed groups. eight quarterly report (October - December).

In general terms, it could be said that the ICBF's Assistance Program focuses on the implementation of long-term strategies applied for each CHA&Y (life project) or group of CHA&Y.

Microsystem:

- IOM provided financial support for the implementation of family meetings. Likewise, IOM supported the implementation and dissemination of ICBF's technical family guidelines.

Family meetings constitute an opportunity for CHA&Y to reunite with family members for three days. In these family meetings, they receive elements to promote dialogue, reflection on situations that occurred before, during and after recruitment, and to support CHA&Y in their social reintegration process. This space, in addition to achieving the objectives established in the family guidelines, is viewed as a learning experience by the implementing teams. To include families in the work means generating deeper impact not only on the CHA&Y, but also in their contexts; this in turn promotes the long-term effectiveness of the intervention.

Exosystem:

- Out of the total of 4529 disengaged CHA&Y assisted by the program (28% female, 72% male), 4.3% are afro descendant, 6.5% are indigenous and 89.2% are classified as "others". Regarding their place of origin or birth, most of them come from the departments of Antioquia (15.8%), Meta (7.6%) and Caqueta (7.5%).
- Regarding place of recruitment, the departments of Antioquia, Meta and Caqueta were found to have the highest child recruitment rates (23.1% of all child recruitments by IAG). The departments with lower recruitment rates are San Andres and Providencia, Guania and Quindio.
- Likewise, the departments of Antioquia, Meta and Caqueta are also those most CHA&Y disengage from IAG: approximately 20% of the registered demobilizations take place in these three areas.
- A migration index was created in order to verify the existence of a consistent pattern between the departments of recruitment and those of disengagement. If there is no match between the department of recruitment and the department of disengagement, this could be an indicator of forced recruitment as a modality of trafficking-in-persons.
- After performing the corresponding analyses, it was found that for 57% of program beneficiaries, the department of recruitment did not correspond to the department of disengagement, in these cases; CHA&Y migrated once they were recruited by the IAG. For the remaining 43%, the place of recruitment and the place of disengagement were the same, indicating there was no migration process observed as a result of their recruitment by IAGs.
- On the other hand, out of the cases recorded in the data base, 52% of CHA&Y that disengaged from AUC had migrated, while in the case of the FARC, the numbers amount to 40%.

In the analyzed data base, an important amount of information was lost or is incomplete. For about 25% of CHA&Y there is no information on their place of recruitment, their place of disengagement or both. This information is relevant, as it could alter the migration percentages.

An important question that cannot be answered with the information in the data base, which could be very useful in terms of supporting the formulation of public policies to assist disengaged CHA&Y and prevent recruitment, is whether migration occurs before, during, or after recruitment or after disengagement, and the reasons why migration takes place (for security reasons or because being part of an IAG demands moving to another region).

Macrosystem:

No evidence was found of activities implemented at this level, in order to influence those factors associated with recruitment of CHA&Y.

1.2. RELEVANCE

A) Relevance of the activities implemented by the assistance component within the framework of the IOM/USAID program, to ICBF's assistance guidelines.

- Through the agreement with SENA, disengaged CHA&Y have access to training opportunities.
- IOM has promoted the strengthening of inter-institutional coordination between SENA, ICBF, and the CROJ to ensure continuity of employment training activities for disengaged CHA&Y.
- IOM has provided resources to hire instructors and supply learning environments in certain regional centers. SENA offers general training and complementary training (punctual and specific processes). Occasionally, when not able to form groups, selective training programs are carried out.
- In the last nine months of Project implementation, the IOM-ICBF committee approved 273 projects to create 285 youth clubs. In 2010, 4.325 adolescents and youth participated in the youth clubs, with a program investment of COP\$442 million in 27 departments (an average of COP\$16 million per department). 62% of the projects are cultural and educational, and 38% are exclusively productive.
- Within Project framework, multiple initiatives that demanded the participation of CHA&Y were implemented. Of these, the most noteworthy ones included the implementation of the MVRO methodology and the youth clubs.
- IOM promoted access of disengaged CHA&Y to recreational, cultural and sports activities: theater workshops, visits to museums, amusement parks, cultural field trips, movies, ecological field trips, among others.
- During the 2009 – 2010 period, 5.553 CHA&Y received employment training through SENA.
- With IOM's support, ICBF has been able to define mechanisms to coordinate activities with the SNBF. For example, with the MEN, Resolution 2620 of 2004 provides guidelines for the rendering of educational services; with the Social Protection Ministry, Agreement 331 of 2006 was signed to guarantee access to health services; with SENA, Agreement 288 of June 4, 2007 was signed to access vocational training.
- ICBF and IOM standardized the family meetings methodology, defining three implementation steps (preparation, implementation, monitoring and evaluation)¹³. To implement these activities, implementers rely on the parameters included in the "technical guidelines for the inclusion and assistance of families"¹⁴.

B) Relevance of the activities implemented by the assistance component within the framework of the IOM/USAID Project regarding the objectives of the Colombian Government's policy to prevent recruitment of CHA&Y.

- IOM/USAID continued supporting the implementation of the specialized assistance program for CHA&Y disengaged from IAG.

¹³ OIM (2009b). CONSOLIDATION PROGRAM TO SUPPORT CHILD EX-COMBATANTS AND PREVENT RECRUITMENT OF CHILDREN BY ILLEGAL ARMED GROUPS. SECOND QUARTERLY REPORT (April - June).

¹⁴ ICBF - OIM (2008). *Lineamientos técnicos para la inclusión y atención de familias*. Bogotá: Autor. Disponible en <http://www.oim.org.co/VistaPublicaciones/tabid/166/smId/522/ArticleID/94/language/en-US/Default.aspx>

- IOM supported the implementation of training processes aimed at strengthening the capacities of the professional teams to assist disengaged CHA&Y victims of sexual abuse; and promoted skills development opportunities for Project implementers to assist CHA&Y victims of sexual abuse. In addition, IOM contributed to the political decision making process by providing a concept which identifies sexual abuse as one of the main causes of recruitment, and prevention of sexual abuse as a strategy to prevent recruitment.
- IOM has supported ICBF to achieve access to education, health, and specialized mental health services for disengaged CHA&Y.
- IOM supported the implementation of activities aimed at preventing the emotional effect assisting disengaged CHA&Y could have on “hogar gestor” staff members.

C) Relevance of the activities implemented by the assistance component within the framework of the IOM/USAID Project for the human rights based approach (HRBA)

- IOM has supported the efforts of the Colombian Government to strengthen its programs and policies on education, health, welfare, family unity, and those against sexual violence, abuse, neglect and child exploitation, in order to counteract the causes of recruitment of CHA&Y.
- IOM has supported the efforts of the ICBF for the reestablishment of the fundamental rights of disengaged CHA&Y, particularly identity, health and education.
- In coordination with ICBF, the Departmental, Municipal, and District Secretariats of Education (SE), and the Ministry of Education, IOM has been working to ensure CHA&Y disengaged from the armed conflict have access to flexible educational models, to provide educational alternatives for the different levels, expanding coverage with quality¹⁵.
- IOM and ICBF, with USAID’s financial support, have established alliances with private sector companies and grass root organizations to offer employment training opportunities (Ex. Hidrocloro internacional, Tejido Humano, Carvajal Foundation).
- With support from IOM, ICBF has built an assistance model that assist CHA&Y and their families. Likewise, the prevention component is focused on CHA&Y at risk of recruitment from communities in prioritized municipalities.
- IOM has provided technical support consisting of training and accompanying the professional teams in charge of providing psychosocial and therapeutic assistance to disengaged CHA&Y.
- IOM promoted the strengthening of the institutional capacity of ICBF, SENA and other governmental organizations by organizing virtual training workshops and carrying out training workshops on: a) planning methodologies; b) methodologies developed by the program to promote reintegration of disengaged CHA&Y; c) identification and assistance to potential victims of sexual abuse; d) specialized interviews for the assistance of CHA&Y victims of sexual abuse; e) qualification of professionals in charge of program implementation to provide adequate assistance; f) definition of educational support strategies to improve learning skills; g) family assistance guidelines, among others.
- IOM supported different training processes to strengthen the technical capacity of the psychosocial assistance teams.
- The MVRO are a privileged space where CHA&Y can claim the rights they acknowledge are being violated.
- Differential gender perspective: It is evident that the IOM/USAID Program is sensitive to gender issues: the integration of this differential perspective is viewed as a means to achieve program objectives. Regarding the ICBF, the list of subjects covered in training scenarios for families in charge of assisting

¹⁵ Ministerio de Educación Nacional. Portafolio de modelos educativos Flexibles. Disponible en <http://www.colombiaprende.edu.co/html/mediateca/1607/article-85440.html>

CHA&Y in the “Foster Home” modality include “equity-power relationships, authority-authoritarianism”, which cover gender issues.

- Differential ethnic-cultural perspective: a pilot experience was carried out with two selected families to assist youth members of the Embera Chami community in the foster home modality.
- IOM transferred the Program’s information system (URI and IICR). As a result, “this is the only program of the Institute that has information in real time” (testimony of one of the persons interviewed).
- The Basic Conditions for Reintegration Index (IICR) facilitates ICBF the monitoring, follow up and evaluation of program impact at short, medium, and long term.
- IOM’s support has also been important in the dissemination process of assistance strategies, through the publication of guidelines and tools available on its web page.

2. PREVENTION COMPONENT

2.1. PERTINENCE

A) Pertinence of the activities of the prevention component of the IOM/USAID program with regards to the objectives of IOM’s program for CHA&Y disengaged and at risk of recruitment.

- IOM provided technical and financial assistance for the creation of the team in charge of the technical secretariat of the Intersectoral Committee for Recruitment Prevention (CIPR).
- The IOM/USAID project funded most of the activities implemented by the CIPR for recruitment prevention in priority municipalities: meetings with governors, workshops on the implementation of Law 1098 of 2006, social mapping activities, participation in the Regional Social Policy Councils (COMPOS).
- In the implementation of the IOM/USAID project, multiple technical assistance activities were carried out with: Attorney General’s Office, the District Attorney’s Office, Colombia Joven, Accion Social, National Ombudsman’s Office, Alliance for Childhood, High Commissioner for Peace, among others).
- The IOM/USAID Project has supported the implementation of Law 1098 of 2006 through the Project with the Governor’s Office of Cesar, which includes activities on gender equity, childhood and adolescence with emphasis on the eradication of child labor.
- Another important line of work has been the support to the Housing with Wellbeing program of the ICBF, in partnership with the Ministry of Environment.
- IOM has also made available to local authorities the results generated by the MVRO.
- IOM provided the documents that formed the basis for the CONPES 3673 of 2010 and supported the formation of regional committees to facilitate its implementation.
- The program team developed and strengthened social and institutional capacity to link the national recruitment prevention policy with the development plans of prioritized municipalities.
- IOM has supported the dissemination of the public policy for recruitment prevention at local levels.
- IOM supported the implementation of discussion sessions on the juvenile Responsibility System, with the participation of governmental authorities and adolescents.
- At the end of 2010, the document that outlines prevention routes was published, to be distributed among the different national, departmental, and municipal entities.

B) Pertinence of the activities of the prevention component of the IOM/USAID program with regards to the factors that, based on the ecological model for human development, are identified as priorities to prevent recruitment of CHA&Y by IAG.

- IOM supported, in the period under analysis, a total of 158 prevention projects. The analysis of 27 randomly selected projects revealed that the sample consists of 11 social development and housing projects, four on restitution and promotion of rights, four on social, comprehensive, and labor development, three on health, three on education and two that explicitly refer to recruitment prevention.
- IOM supported the Colombian Government in the definition process of the early warnings system in order to prevent forced recruitment of CHA&Y. In 2010, with the support of USAID/IOM, the CIPR published the book 'The Routes to Prevent Recruitment and Use of Boys, Girls, and Adolescents by IAG and Organized Criminal Groups' intended to serve as a methodological guide to prevent this phenomenon and for the comprehensive protection of childhood and adolescence.
- IOM supported the implementation of awareness raising campaigns against recruitment of CHA&Y, which included a seminar on recruitment prevention, the publication of a book that collects life stories of program beneficiaries, the production of a concert, the coordination of an agenda to disseminate through mass media the Colombian experience on reintegration, among others.
- IOM has promoted the transformation of families and communities into protective environments through the appropriation of regulatory child protection frameworks with public authorities, families, communities, teachers, etc. in departments such as Caldas, Caquetá, Cauca, Cesar, Chocó, etc.
- One of the most outstanding facts of the analyzed projects is that 9 out of 11 projects are comprehensive projects in the sense that they are not only focused on the target population of CHA&Y at risk of recruitment, but also in the families and communities where they develop.
- Additionally, 8 of the 11 projects are implemented by community organizations or foundations that have a history of working with the communities where the intervention takes place. Only two projects are implemented by IOM and one is implemented by the Family Compensation Fund CAFAM.
- Within the targeted departments, there are municipalities with higher risk of child recruitment due to the presence and dynamics of IAG in these areas.
- Within the framework of the IOM-SENA agreement, the technoacademies have been strengthened at national level in order to increase coverage and facilitate access by youths, so they may learn using new technologies.
- The analyzed prevention projects are focused on populations with high vulnerability levels for child recruitment. Likewise, the sample of projects includes three initiatives directly aimed at indigenous populations, two of them located in municipalities of the Department of Cauca and one in the Department of Caldas. Project funding comes from USAID, IOM, ICBF, MEN and implementing entities, being USAID the second highest donor after ICBF.

2.2. RELEVANCE

A) Relevance of the activities of the prevention component carried out within the framework of the IOM/USAID program with regards to recruitment prevention policy of the Colombian Government.

- IOM has contributed to the implementation of the Strategy to promote the Rights of Boys, Girls, and Adolescents to prevent their victimization by IAG.
- At the end of 2010, the document that allows the dissemination of the Urgent Prevention Route against recruitment of CH&A among all ICBF prevention programs was published for its appropriation and implementation.

- IOM has supported different initiatives focused on differential assistance, from an ethnic-cultural perspective, of CH&A in the areas that report higher recruitment and use of CH&Y by IAG and criminal groups. Afro-Colombian and indigenous communities in the departments of Choco, Valle del Cauca, Cauca, Nariño and south of Tolima have received special support.
- IOM has contributed to the training process of families, educational agents and public servants to prevent recruitment from early childhood, based on the pedagogical and methodological proposal, 'Weaving links from early childhood'.
- IOM has supported the MEN in the process of orienting and accompanying the Education Secretariats (SE) of territorial entities in the implementation of projects to develop citizenship skills.
- With the CROJ, 169 gender schools were implemented, where issues such as equality, machismo, gender violence, diversity are discussed and worked on.
- The transference and adjustment of ICBF's sexual and reproductive health strategy to the CROJ was also assisted, and supporting materials were provided.
- Within the framework of the agreement between IOM and SENA training processes have been implemented for the strengthening of the CROJ technical teams.
- In the period under analysis, IOM supported the implementation of the Assistance Programs for Early Childhood of the ICBF and, for this purpose, facilitated the establishment of inter-institutional alliances (local authorities, SE, implementers).
- Technical support was provided to SE of territorial entities in order to strengthen their capacity to guarantee the right to inclusive and quality education, from birth and throughout the life cycle.

B) Relevance of the activities of the prevention component carried out within the framework of the IOM/USAID program with regards to the Human Rights Based Approach (HRBA).

- The CONPES 3653, which IOM contributed to define, is notable for its solid foundation on a detailed and complete analysis of the problem of recruitment of CH&Y. Its formulation is based on the premise that with greater guarantee, full enjoyment of rights, and strengthened protective environments, the lower the risk of recruitment and use of this population by IAG.
- Consistently, in the projects implemented within the framework of the IOM/USAID Project, the risk factors to which target populations are exposed are clear: absence of links and communication mechanisms among local authorities, communities, families and CH&Y; lack of offers and access to education, health, and protection services; internal forced displacement; poverty; lack of play and recreation spaces for CH&Y.
- The proposals acknowledge the existence of structural factors that generate vulnerability in populations, and cause CH&Y to be at high risk of joining an armed group, as a consequence of the lack of access to basic services such as education and health, and due to the economic needs of their families and the presence of IAG in the areas they live in.
- In the sample, the problems or issues addressed by the projects are lack of offers and access to health, education and protection systems to guarantee of the rights of CH&Y; extreme poverty conditions that lead to marginalization of CH&Y; internal forced displacement; and institutional weakness in some rural areas, which generates ignorance and low promotion of the rights of CH&Y, as well as of the duties and responsibilities of authorities, communities and families to protect them.
- Eight (8) out of the eleven (11) projects randomly selected for analysis were implemented by community based organizations and/or foundations.
- The Youth Clubs have become a programmatic line to prevent the violation or rights around which the intervention of institutions at governmental (ICBF, SENA, MEN), private (family compensation funds), and international cooperation (IOM) level has been coordinated. Regarding early childhood, MEN,

ICBF, Secretariats of Education and Health and the family compensation funds have also concerted their actions, with the support of IOM and UNICEF.

- Likewise, an agreement between IOM, MEN and UNICEF was signed to implement the policy to promote citizenship skills in populations affected by violence. For this purpose, institutional coordination was fostered through projects such as Classrooms at Peace (Aulas en Paz) and Pedagogy and Child Protection (PPN).
- In practice, several of the analyzed projects involve families and social organizations (as is the case of indigenous projects) in the design of activities and strategies.
- Within the framework of the project, different training processes were carried out on relevant issues for the project, with the participation of public servants (Ex. Personnel from the National Ombudsman's Office).
- Differential gender perspective: A project was implemented with the Governor's Office of Cesar which benefitted 400 families and 239 working children. This Project had an important component on children's and women's rights. Likewise, it included the establishment of a base line; and in coordination with the CROJ, gender schools were implemented.
- Differential ethnic-cultural perspective: IOM obtained the approval of a proposal presented to DCOF (USAID's Displaced Children and Orphans Fund) to prevent recruitment of Afro-Colombian and indigenous CHA&Y in the Pacific Region and Tolima.
- The program provided especial technical assistance to indigenous communities in Nariño, Casanare, Guaviare, and Arauca, in order to increase their productive capacity.
- Diverse activities were carried out with indigenous communities (Embera Chamí) to strengthen youth organizations and support the implementation of public policies. These strategies were based on the MVRO methodology.
- IOM hired Econometría to perform a study on trends that serves as base line for monitoring and evaluating program activities.

2.3. SUSTAINABILITY

A) Actions that must be implemented in the future so that processes and results of the assistance and prevention components are maintained once IOM/USAID's help ends, taking into account the achievements of the colombianization component which constitute challenges or opportunities for the institutionalization of program processes.

- With the support of IOM/USAID, the ICBF has defined the assistance guidelines and counts on a set of tools that facilitate the orientation of model implementers.
- The CONPES 3673 presents those ICBF programs that are consistent with the prevention policy.
- The inclusion of other governmental institutions in the program has been achieved (MEN, SENA, National Ombudsman).
- The MVRO methodology has been transferred to different organizations and government entities.
- The CONPES 3673 of 2010 has been published.

B) Actions that must be implemented in the future so that processes and results of the assistance and prevention components are maintained once IOM/USAID's help ends, taking into account context variables that constitute challenges or opportunities for the institutionalization of program processes.

- The acknowledgement of underage ex combatants as victims of the conflict and not as perpetrators of violence had already been achieved through the Justice and Peace Law. However, the fact that the

Victim's Law project includes a section exclusively devoted to the special treatment required by child soldiers, is without a doubt a regulatory and public policy breakthrough.

- Discussions such as the one generated by the issue of the age of penal responsibility are opportunities to share the accumulated knowledge of the program and to position the issue on the public agenda.
- From the ecological-transactional development model, the debate generated by this issue can raise public awareness towards the role the environment plays in the evolutionary course of criminal and delinquent behaviors. For this sensitizing process, program information on the relationship between exposure of CHA&Y to violence and the different criminal behaviors can be useful.
- This reference framework can also be useful for the identification of alternatives to prevent anti-social behaviors and for the promotion of pro-social behaviors.
- This Law could be the legal foundation for the process that has been implemented with disengaged CHA&Y, to facilitate the definition and implementation of occupational and productive life projects.
- It represents an argument in favor for the inclusion of occupational and vocational training activities in the recruitment prevention strategies.

III. SUMMARY OF RECOMMENDATIONS

1. ASSISTANCE COMPONENT

It is recommended to continue supporting the strengthening process of the Assistance Program for Forcibly recruited CHA&Y of the Colombian Government through:

1. The assessment of the contribution of ICBF's assistance model to the reintegration process of disengaged CHA&Y (evaluation of results and impact). To achieve this strategic objective it is priority to:

- An evaluation process of the use of supporting materials (tools) that have been developed with the support of IOM;
- Evaluation of the accuracy with which Project implementers carry out activities after receiving said tools;
- Technical accompaniment to the follow up process carried out by implementers and ICBF through the rigorous and systematic application, analysis, and use of the IICR;
- Definition of the objectives, expertise, and roles of the different actors involved in the reintegration process of CHA&Y;
- Follow up on youths that exited the program, their families and social networks.

2. The consideration of the structural causes of child recruitment as presented by the Human Rights Based Approach. For this purpose, the ecological approach of Bronfenbrenner (1989), the transactional approach of Sameroff (1989) and the model of Rutter and Sroufe (1984) on development psychology could be particularly useful for the empirical support of their explanatory and prediction capacity. Specifically, in order to facilitate the reintegration of CHA&Y it is recommended to consider these approaches when designing and implementing activities to strengthen the functional capacity of the social network involving family, school, health services, peers and other available actors in its structure.

3. Focusing activities on the communities, municipalities or departments of origin of disengaged CHA&Y who migrated between the moment of recruitment and the moment of disengagement. Given the limitations on resources and for evaluation purposes, it is imperative for IOM to give priority to those CHA&Y that have been victims of internal trafficking in persons in the modality of forced recruitment. To

determine the effectiveness of these activities in the future, it is essential to include data in the information system that explains this migration (when it occurs and why) and to continue the application, analysis and utilization process of the data included in this follow up system.

2. PREVENTION COMPONENT

It is recommended to support the implementation process of the prevention policy defined in the CONPES 3673 of 2010 document through:

1. The identification of the actors that could participate in the formulation of the public policy, as well as the definition of their capacities and roles. For this purpose, the pyramid model proposed by Lederach (1997) could be useful as a reference framework for peace building processes.

In this process, it is relevant to support the coordination and synergy of the activities carried out by ICBF¹⁶, as well as the other actors involved in the elaboration of public policies, complying with the comprehensive protection and co-responsibility principle established by Law 1098 of 2006. Within IOM, it is recommended to coordinate with other areas of the organization the planning of projects implemented in the same geographical areas and populations, in order to optimize resources and enhance their impact. In this effort the Vulnerability, Risk and Opportunity Maps (MVRO) methodology that has been promoted at local level, could become the starting point for the planning processes.

2. The participation of identified actors in the planning and implementation processes of evidence-based prevention initiatives. In this decision making processes, IOM can contribute with the information in the study of trends carried out by Econometría (2008); the data from the information system of the Specialized Assistance Program of ICBF; the theoretical and methodological knowledge that comes from the national and international study of the determinant factors of moral development and pro-social behaviors from childhood to adolescence, as well as the findings and lessons learned from extensive research carried out within the framework of reinsertion processes.

3. The inclusion of the HRBA with emphasis on gender, generational and ethnic-cultural differential perspectives. To contribute to the inclusion of these approaches in the activities implemented in the field, it is necessary to close the capacity gaps observed in the involved actors.

4. The definition and implementation of a monitoring and evaluation system that facilitates the verification of the progress of the process in terms of a) products generated with the resources made available for the achievement of policy objectives; b) the results obtained in terms of foreseen and unforeseen changes, using as reference the risk factors for recruitment identified by Econometría (2008), which were organized in this evaluation according to their degree of influence, as established by the ecological model for development.

3. SUSTAINABILITY

This evaluation study identified challenges in the following four areas:

¹⁶ Based on the definition of mechanisms to coordinate activities between the area of protection, which frames the Specialized Assistance Program for Disengaged CHA&Y, and the area of prevention.

1. *Planning*: Currently, the country is debating about different legislative matters which, if approved, could impact the assistance and prevention processes implemented with CHA&Y: the Victim's Law, the Criminal Responsibility Law and the First Employment Law. In addition, the country is facing the challenge of implementing the Prevention Policy. It is imperative that IOM supports capacity strengthening of actors that at national and local level are in charge of the decision making processes, so that their actions are grounded on evidence, with a rights-based approach and differential perspective.

2. *Evaluation*: In compliance of the accountability principle of the Rights Approach, after ten years of continuous work on the areas of Assistance to disengaged CHA&Y and recruitment prevention, it is urgent to assess the impact of these activities. For this purpose, it is recommended, first of all, to carry out a systematic analysis of the prevention experiences implemented with the support of IOM/USAID, in order to identify best practices.

Secondly, it is recommended to evaluate the impact of the assistance component in order to estimate the impact of the implemented activities in terms of the changes produced in beneficiary CHA&Y, their families and their social network. The information obtained from this evaluation will be an asset for political debates on matters concerning disengaged CHA&Y and recruitment prevention. It will also substantially contribute to give shape and meaning to the routes defined for the future of the program, and simultaneously increase its visibility and credibility.

3. *Knowledge management*: Colombia is the only country in the world that has implemented a reintegration process in the midst of an armed conflict. This experience is of interest to scholars, researchers, professionals in psychosocial intervention and politicians. To date, with IOM's support, different materials have been produced on this matter and access to documents that are not organized by subject or date is possible through the web page. On the other hand, one of the greatest efforts carried out within the framework of the IOM/USAID project has been the capacity strengthening of human resources in charge of program processes in ICBF as well as in local implementers. However, these efforts are lost due to high staff rotation that occurs due to the characteristics of the recruitment processes that have been established in the country.

In this situation, it is desirable for IOM to:

- Define a research program for the issue of recruitment of CHA&Y and support the elaboration of studies, consistent with strategic lines and that contribute to increase awareness and knowledge in this area;
- Establish alliances with higher education institutions in order to promote the inclusion of subjects relevant to the program (EX. Trafficking in persons, assistance to CHA&Y disengaged from IAG, recruitment prevention of CHA&Y by IAG, among others) in the undergraduate and graduate curricula.
- Facilitate the social appropriation of knowledge produced by the program through the implementation of an information platform that allows access to the historical memory of the experience, to documents that conceptually and methodologically guide and support research and evaluation products and processes generated in the country on the issues dealt with by the program;
- Contribute to the promotion of research initiatives on priority issues to the program, establishing alliances with institutions interested in financing the development of knowledge in this field. At national level, Colciencias could be an important strategic ally.

4. *Public Policies*. In these 10 years, IOM has played a key role in the definition of policies regarding disengaged CHA&Y. This role continues to be crucial, in terms of providing information, evidences and

theoretical and empirical knowledge to facilitate decision making and definition of strategies, to strengthen the capacity of the different actors involved and catalyze programmatic or social change.

As a key actor of the process at the highest level of Lederach's (1997) pyramid, now more than ever, IOM is responsible for positioning the issue in the public agenda. For this, it is imperative to qualify and strengthen information systems designed by the program to provide information on its activities "in real time". Information provided by the IICR and the RUI is relevant to provide feedback on program activities, but above all, to raise awareness on of the magnitude of the problem of recruitment of CHA&Y.

IOM can also contribute to create opportunities so that the issue of recruitment of CHA&Y remains in the public agenda, using the media to disseminate accumulated knowledge on the phenomenon. At intermediate level, IOM could involve higher education centers for the implementation of training and research programs on the matter. At the last level, IOM can promote the leadership of grass root organizations through the accompaniment of CHA&Y, their families, and social network. For this process, the MVRO constitute a particularly useful methodology.

Additionally, sustainability of the efforts implemented in terms of strengthening institutional capacity demands supporting the Colombian Government in the definition of recruitment and compensation policies to promote job stability for human resources, as well as in the definition of standards to assess the quality of human resources and services and their subsequent application in selection, certification and accreditation processes for implementers in charge of carrying out assistance activities for disengaged CHA&Y and recruitment prevention.

ANNEX 1

Figure Number Two. Factors associated with recruitment of CHA&Y by IAG, according to the study for the updating of trends on participation of CHA&Y in IAG (Econometría, 2009)

