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COMMUNITY-ORIENTED REINTEGRATION OF EX-COMBATANTS CORE

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



THIRTY-FIRST QUARTERLY REPORT TO USAID/COLOMBIA
January - March 2014

International Organization for Migration
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Photograph caption:

██████████, a person in the process of reintegration, finished his shoemaking studies in the Shoemaking Workshop School

Photo: Colombian Reintegration Agency (ACR).

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ABBREVIATIONS AND ACRONYMS

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

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1. Executive Summary

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

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

Various contextual shifts that affect CORE have presented themselves this quarter. President Santos announced the reinstating of a National Peace Council under Law 434 in March. The composition of the Council has yet to be defined, but it is expected that groups who have expressed their desire to participate in the dialogues will be given the opportunity to present representatives for election to the Peace Council. These could include victims' organizations, women's groups, human rights organizations, the private sector, unions, ethnic minority groups, and others, with a focus on broad participation. This mechanism for civil society input is state-led and could therefore complement CORE initiatives to promote input to the dialogues from a range of sectors. In addition, fourteen more prioritized cases were announced by the Justice and Peace Unit of the AGO on March 4th 2014. The USAID and IOM CORE program will continue to support the AGO in this endeavor through the design of an integral strategy to strengthen AGO capacities in the analysis of information and the construction of these patterns in such a way that the process functions more effectively. Also in the AGO, a decree was passed to restructure the AGO's Justice and Peace Unit and rename it the Transitional Justice Unit. The Sub-units that CORE supports in their implementation of the Justice and Peace Law will be subsumed under the new Transitional Justice Unit. CORE will adapt its support strategy to these changes.

The Tracking, Monitoring and Evaluation System (SAME) team provides technical support to assess psychosocial readiness for reintegration through the IECC. One thousand nine hundred and six surveys were conducted, and 52% of the participants fulfilled the requisites of the instruments required by the ACR in order to continue with the graduation process. In total, 17,784 surveys have been applied to ACR participants in the advanced stage of reintegration. There were no graduation events during this quarter, but the SIR reports a change in status of 1,124 people who went to graduation events last quarter and officially graduated this quarter. Of those, 73% (819) had received benefits supported by CORE.

In terms of economic reintegration, implementation of the "Integrated Employment Intervention Route" continued. This methodology aims to support demobilized individuals in exploring and finding opportunities in the job market through activities such as: identification of job vacancies; vocational assessment; occupational orientation; job engagement; and monitoring and support for individuals in the process of reintegration who are professionally engaged with businesses, as well as monitoring and support for the businesses themselves. The ACR and CORE will work closely together develop three job placement projects in seven departments to benefit 475 demobilized individuals in the process of reintegration. Project results this quarter included initiation of implementation of the toolkit in Bogotá, Medellín, the Coffee Region, Valle del Cauca, and Tolima,

in which: 76 businesses were engaged with the initiative; 734 people in the process of reintegration were referred to vacancies; and 224 people in the process of reintegration were hired, among other results.

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

- Analysis of 628 cases related to usurping of land
- Creation of 7 reports on macro-criminality and land usurpation, sent to the AGO Justice & Peace Unit
- 39 genetic profiles were registered in the CODIS software
- Experts analyzed 145 DNA samples, of which 30 were tested for matches with relatives’ genetic profiles
- 3,000 kits were compiled to identify and take DNA samples

In the ongoing project for the Inter-institutional Information System for Justice and Peace, or SIIJYP, Phase V of the project is in its initial stages, and will contribute to preparations for the transformation of the system into the Inter-institutional Transitional Justice System. This will serve a greater number of institutions and include a broader range of functions as per new decree no. 3011 passed in December 2013. Work continued on the plan to implement new components of the system with entities including the Ministry of Justice and Law, Inspector General, and Special Administrative Unit for Integrated Victims Reparation (Victims’ Reparation Fund).

In terms of community service activities under IR 2, in March 2014, a third modification of the agreement with the ACR was carried out to benefit 3,793 ex-combatants so that they can complete their community service. This new phase will seek strategic alliances with entities such as the Victims’ unit and private businesses to coordinate activities that can benefit the receptor communities and the surrounding environment.

Intermediate Result 3: “GOC Supported to Develop Conflict Management Strategies” focuses on building knowledge as well as technical and operational abilities of the GOC for conflict management. This project team compiles research documents on topics related to conflict and peace, and contributes to the systematization and analysis of civil society proposals on the current peace process. So far, 100% of the 21,632 submitted by civil society have been systematized. The project team was involved in the February 5th launch of “Reconciliation Colombia: Support for the design and implementation of the website and a collaborative network for topics related to post-conflict and reconciliation”. Support is targeted at the implementation of the Reconciliation Colombia website as a platform to exchange information about reconciliation and regional visions and actors involved in this field. Regional workshops were held in Medellín, Cali, and Barranquilla. During these workshops, various people presented their experiences of reconciliation, including people who have benefited from IOM and USAID projects.

Program activities encountered three challenges during this quarter: 1) the lack of coordination in attempts to respond to government and civil society’s needs with relation to the peace process; 2) the implementation of socioeconomic reintegration pilot projects in areas where high numbers of FARC ex-combatants are expected to demobilize; and 3) the restructuring of the Attorney General’s Office. These challenges may continue to shape the Program’s operations in future quarters.

2. Context

National Council for Peace is reconvened

President Santos announced the reinstating of a National Peace Council under Law 434 in March. Law 434 was issued in 1998 during the Samper government and under the leadership of Minister of Defense Gilberto Echeverri. He identified a need for a mechanism through which local government, ethnic minorities, unions, the church, and other civil society groups and local authorities could discuss ways to facilitate peace. The law resulted in the creation of a network of Peace Councils led by a National Peace Council, which functioned as a governmental advisory body. Peace Councils were comprised of elected representatives and held at the municipal, departmental, and national level, providing input for a new state peace policy.

After criticism of the closed nature of current peace talks and a lack of opportunities for civil society to participate, President Santos announced that the Peace Council will be reconvened. The composition of the Council has yet to be defined, but it is expected that groups who have expressed their desire to participate in the dialogues will be given the opportunity to present representatives for election to the Peace Council. These could include victims' organizations, women's groups, human rights activists and organizations, the private sector, unions, ethnic minority representation groups, and others, with a focus on broad civil society participation. The Council is expected to meet every two months. The implementation of the Peace Council implies changes in the implementation context of CORE's efforts to facilitate local and regional contributions to the current GOC-FARC peace talks in Cuba. This mechanism for civil society input is state-led and could therefore complement CORE initiatives to promote input to the dialogues from a range of sectors.

AGO announces changes to implementation of Justice and Peace Law

At the end of 2012, the Attorney General's Office (AGO) changed the investigation mechanism used to process cases under the Justice and Peace Law (Law 975 of 2005, under which the United Self-Defense Forces of Colombia (AUC) demobilized). The mechanism was previously applied on the individual case-by-case level, and changed to being applied only to prioritized cases that involve the five most serious crimes committed in the Colombian armed conflict: homicide, forced displacement, forced disappearance, illegal recruitment, and gender-based violence. Sixteen cases were prioritized in 2013, and after significant progress made with this new mechanism in 2013, fourteen more prioritized cases were announced by the Justice and Peace Unit of the AGO on March 4th 2014. The USAID and IOM CORE program will continue to support the AGO in this endeavor through the design of an integral strategy to strengthen AGO capacities in the analysis of information and the construction of these patterns in such a way that the process functions more effectively. The addition of fourteen cases to the group prioritized by the AGO implies a greater workload for the AGO. CORE will support the AGO as it adapts to these changes and works to begin investigation of the newly added cases.

In addition, a decree was passed to restructure the AGO's Justice and Peace Unit and rename it the Transitional Justice Unit. The Sub-units that CORE supports in their implementation of the Justice and Peace Law (including the Assets, Demobilized People, Victims, and Exhumations Sub-units) will be subsumed under the new Transitional Justice Unit. The AGO is still defining the final details of the transition and new structure of the Unit. CORE will adapt its support strategy to these changes and support the AGO in both the transition and future work by the Transitional Justice Unit.

Program Indicators: Quarterly and Cumulative Progress and Goals

IN	IR	Name of Indicator	Target FY 2014	Current quarter achievements	Cumulative achievements in all quarters 2006-2014*	Cumulative achievements in FY 2014	% of target 2014	Observations (15 words)
DO2-08	SO	Percentage of ex combatants who are involved in income generation activities and law abiding after graduation	100%	26%		26%	26%	766 participants of the 2,926 graduated continue to maintain legal status and formal work. This percentage is cumulative from December 2012 to December 2013.
DO2-12	IR1	# ex-combatants graduated from the reintegration program	4.500	1.124	4.050	2.724	61%	268 women, 856 men With the change in the model of assistance for peace - MAPAZ - the individual work plans under the multidimensional focus showed an increase in participants who should graduate as they have now fulfilled the requisites of the initial model
REC-7		Percentage increase of ACR in the Institutional strengthening index	100%	4%		25%	25%	The products involved in the transfer are being distributed in the ACR (ISUN, IECC report, preliminary employability route, among others)
REC-8	IR 1.1	# ex-combatants evaluated according to their social abilities - IECC	5.000	1.906	17.784	2.935	59%	346 women, 1560 men.
REC-9		# ex-combatants evaluated according to their economic capacities - ISUN	500	176	1.986	513	103%	24 women, 152 men
DO2-10	IR 1.2	# of ex-combatants, armed belligerents, who complete USG-assisted transformational programs	1.500	259	29.528	713	48%	74 women, 185men
REC-10		Percentage of female participants in USG-Assisted programs designed to increase access to productive economic resources (assets credit, income or employment)	10%	4%	9%	8%	80%	74 Women The percentage of female participants in USG-assisted programs who receive economic resources is calculated over the total number of demobilized women who are active in USG-assisted programs.
REC-11	IR2	# of ex-combatants with certified requirements to access legal benefits through Law 1424/10 mechanisms.	2.800		0			Attorney General's Office: of the 4,466 demobilized people who are being charged and/or sent for judicial processing by the AGO, 219 demobilized people have an adjusted sentence. Center for Historical Memory: of the 2,014 demobilized people who are contributing to the truth with the CNMH, 53 have been certified and 195 are in the process of certification. ACR: of the 5,942 who are participating in community service, 4,607 have been certified.
REC-12		# of cases fully prepared for prosecution under Justice and Peace Law	150	45	173	114	76%	
REC-13	IR 2.1	# of government officials in key institutions that enhance skills on reintegration components of transitional justice	200		0			
REC-14		Number of prosecutions supported	210	335	956	816	389%	The target was passed because the AGO deemed it necessary to complement some hearings that had already been held with additional information from hearings that were conducted to obtain further information.
REC-15	IR 2.2	Number of ex-combatants certified for community services requirement under ACR designed methodology	2.800	731	4.651	2.306	82%	129 women, 602 men
REC-16		# of ex-combatants certified for truth-telling requirement	2.500	53		120	5%	12 Women, 41 Men The DAV shows that even though there could be between 5,000 and 6,000 processes per year, a rigorous and detailed process as required by law and victims' rights only allows a maximum of 2,500 demobilized people to be certified each year. The target number was changed to reflect this.

IN	IR	Name of Indicator	Target FY 2014	Current quarter achievements	Cumulative achievements in all quarters 2006-2014*	Cumulative achievements in FY 2014	% of target 2014	Observations (15 words)
REC-17	IR3	# of conflict management initiatives identified and requested by the GOC	2		2		0%	21.000 proposals systematized by FIP.
REC-18	IR 3.1	# of conflict analyses and fora	4 Location analysis	0	0	1	25%	
			48 weekly reports on peace process	13	0	26	54%	13 weekly peace reports
			8 thematic reports	8	24	19	238%	Three spotlights: Gender and peace process Reconciliation Mechanisms used to gain public approval of a final peace agreement. Three monthly peace reports. Two documents on the peace topics agenda: illicit drugs and DDR
			3 research documents	0	11	2	67%	
			1 seminar		0	0	0%	
			2 fora		5	0	0%	A Reconciliation Colombia web portal with a total of 90,000 visits. Three fora on reconciliation held by Semana on Medellin, Cali and Barranquilla.
			6 conversation system	0	0	1	17%	
			1 information system		0	0	0%	
			1 specialized document on specific subject		0	0	0%	
			10 CMH reports published		0	0	0%	
REC-19		# of conflict management inputs handed over to the GOC	2					
		Number of non-combatants assisted by USG-funded reintegration programs	0	0	128.589			
		Number of communities assisted by USG funded reintegration programs	50		146			
		Number of entities strengthened by USG funded assistance*	0		19			

3. Intermediate Results: Narrative Progress

IR 1: ACR DESIGNS AND IMPLEMENTS THE GOC REINTEGRATION POLICY

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

During this quarter, the following projects were approved:

IR 1 ACR designs and implements the GoC reintegration policy		Number of Beneficiaries
1	Fenalco Atlantico - Strengthening of mini markets 2x3	0
2	OIM - Support for Integrated Income Generation (Expanded coverage)	273
3	Comité Departamental de cafeteros - Socioeconomic reestablishment in Ortega, Cauca	103
4	OIM - CONPES Phase II	0
5	OIM - Systematization Ortega	0
6	OIM - Systematization Mental Health	0
7	OIM - Systematization Reconciliation Strategies	0
8	OIM - Employment Intervention Route (Expansion of coverage)	240
9	OIM - Implementation Support and Monitoring of Sustainability Program PASO	200
10	OIM - Differential reintegration for indigenous population	0
TOTAL		816

IR 1.1 Processes in place for implementing the reintegration process

TRACKING MONITORING AND EVALUATION SYSTEM (SAME)

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

This quarter, CORE has continued to support the ACR in the application of the Graduation Competencies Evaluation Instrument (IECC). Work also continued to construct the second version of the Business Unit Monitoring Instrument (ISUN), which will include information about business viability and prospective income, and will restructure the periodic monitoring carried out by the ACR representatives.

Results this quarter include:

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

- The SAME supported the ACR in the application, digitization, and development of reports about the Graduation Competencies Evaluation Instrument (IECC). One thousand nine hundred and six surveys were conducted, and 52% of the participants fulfilled the requisites of the instruments required by the ACR in order to continue with the graduation process. The ACR revises the remaining requisites in education, job training, economic insertion, community service, and judicial situation before the graduation of participants. In total, 17,784 surveys have been applied to ACR participants in the advanced stage of reintegration.
- There were no graduation events during this quarter, but the SIR reports a change in status of 1,124 people who went to graduation events last quarter and officially graduated this quarter. Of those, 73% (819) had received benefits supported by CORE in integrate profiles, professional training, productive projects, formal education grants, community service, and employability.
- Of the people who graduated from the reintegration process in this quarter, two were part of the group of proven recidivists and 440 had potential for recidivism.
- With respect to the IECC competencies, the SAME team created a report of the IECC results at the national level with a cut-off at the third quarter of 2013, and the regional reports for each ACR office. These reports will contribute to the graduation of approximately 1,000 people in April.
- SAME supported the ACR in applying and using the SIR and ISUN to systematize 176 monitoring visits made to business units (individual productive projects) that have received seed capital funding. Of these, 61 (35%) business units were in operation, 106 (60%) had closed, and 9 (5%) were at risk of closing. Thirteen (7%) of the business units visited were supported by CORE resources, of which five were in operation. The cumulative total of ISUN surveys applied from October 2012 to March 2014 is 5,906.
- The SAME team updated 31,850 registries in its database, principally in the main components of: ethnicity, status in the process, work, psychosocial route, seed capital, ISUN, IECC, and others.
- The project card was created for the project “Strengthening and promotion of the exercise of responsible citizenship of participants through Experiences of Mediation and Coexistence (IMC) in ACR Service Centers.” This project involves a collaborative effort by IOM and ACR to develop and implement a training strategy and toolkit to facilitate the improvement of responsible citizenship and coexistence competencies for ACR process participants and the replication of the strategy with other reintegration process participants.
- In the project to transfer mental health models to the ACR, specifically the Narrative Exposure Therapy (NET) methodology for people in the reintegration process with post-traumatic stress, the University of Konstanz is the partner responsible for the training of 31 ACR reintegration professionals. This quarter, 26 field visits were conducted with training and monitoring activities, and 100 monitoring sessions were held via Skype (four sessions with each reintegration professional). Project results have yet to be released because the project is still in operation and the therapy lasts between eight and ten sessions per participant. However, the participants being assisted and the reintegration professionals report improvements in mental health. It is important to note that the ACR is the first state institution to work in training its professionals to provide clinical services for people in the process of reintegration who present symptoms of post-traumatic stress.

MULTI-COMPONENT INFORMATION MANAGEMENT SYSTEM

The objective of the information management tool is to create channels that allow the exchange of information for the integral study of peacebuilding processes and methods related to the different stages of DDR. This dynamic virtual space will be used to share academic and institutional information about different DDR experiences as well as lessons learned, best practices, and other reflections to enrich the creation and strengthening of relevant public policy.

This quarter, progress was made in the definition of categories of peacebuilding and DDR analysis to be included in the web platform. A meeting was held with Bestiario, the company that will design and develop the webpage, to clarify the inclusion of working group capabilities in the platform so that users can form virtual communities in which they share information, can meet and interact online, and can perform other functions together.

In addition, IOM hired an independent consultant to conduct revision and compilation of information that could eventually provide IOM with feedback on the tool.

IR 1.2 ACR provides comprehensive assistance to graduate participants

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

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

CORE has developed an integrated socioeconomic ex-combatant reintegration model for the identification, formulation, and implementation of business plans, with which ACR participants start up or strengthen a "productive unit" or business. The model includes training in the identification of business ideas, formulation of business plans, implementation of the productive unit, and monitoring and support in the administrative, technical, and commercial processes that have to be fulfilled to establish and maintain the productive units. The project has a total value of [REDACTED], of which the ACR contributes resources valued at [REDACTED] and USAID contributes resources valued at [REDACTED]. IOM manages the agreement and provides the required technical assistance for its implementation.

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

Project results this quarter include:

- Projects continued implementation in 17 regions of the 18 included in the geographical coverage of the project agreement. Only Valle del Cauca is left, due to the lack of viable proposals during the operator selection process. This issue is under review and IOM is evaluating options for implementing the project in Valle del Cauca. The 17 regions saw the following results:
 - 1,142 people in the process of reintegration are participating in the project.
 - All activities required for the implementation of 1,007 business plans to benefit the 1,142 participants are being carried out. Thirty-one of these plans are associative businesses, and 976 are individual productive units.
 - As of March 31st 2014, seed capital had been disbursed for 355 business plans.
 - The orientation of the approved business plans spans a range of sectors: 320 commercial business plans, 306 in services, and 154 in industry.
 - 78% of the business plans will be implemented in urban contexts.

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

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

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

Project results this quarter include:

- The technical teams of the three projects began implementation of the Integrated Employment Intervention Route toolkit.
- Project implementation continued in Bogotá, Medellín, the Coffee Region, Valle del Cauca, and Tolima, in which a total of:
 - 487 businesses were made aware of the initiative
 - 76 businesses were engaged with the initiative
 - 696 job vacancies were identified
 - 734 people in the process of reintegration were referred to vacancies
 - 224 people in the process of reintegration were hired
- The process of transferring the methodology to the ACR reintegration professionals began through the joint implementation of activities and the implementation of 32 training workshops.

- **Project: Income generation project in the shoemaking sector, and transfer of the project model to the ACR (Status: Project formulated with the ACR)**

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

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

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

Project results this quarter include:

- Project activities were continued in the shoemaking workshop schools in Bogotá, Cali, and Pereira in which the following partial results were achieved:
 - One hundred and thirty-six people were trained as shoemaking assistants. Of them, 78 are participants in the reintegration process and 58 are people from other vulnerable populations in Pereira
 - Of the trained people, 68 have been hired in the shoemaking sector (42 participants in the reintegration process and 26 people from other vulnerable populations in Pereira).
 - Progress has been made in the formulation of 10 business plans for participants who will create productive units that will function as satellite workshops for shoemaking businesses.
 - The toolkit for the economic reintegration model was created, and is currently being revised by the ACR.

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

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

A network of fifteen 2x3 micro-franchise shops were formed along the Caribbean coast in Cartagena, Carmen de Bolívar, Barranquilla, and Sincelejo, and are attended and managed by people in the process of

reintegration with monitoring and support from the involved entities. The objective here is to ensure the economic stability of the ex-combatants and their families by providing them with the means and capabilities to manage 2x3 micro-franchise mini-markets.

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

Project results this quarter include:

- In this quarter, the processes of identification and selection of people in the process of reintegration to implement the mini-markets in Barranquilla, Cartagena, and Carmen de Bolivar were continued.

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

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

Although this project was finalized in December 2013, MAPP/OEA continued monitoring and verification activities for the reintegration program under Law 1424, the Justice and Peace Law, and the current state of security.

In February, MAPP/OEA presented the final report on the monitoring of the implementation of Law 1424 of 2010 to the regional coordinators of the Truth Agreements Directorship of the Center for Historical Memory. The coordinators made recommendations and observations on the report, and requested that the presentation be repeated for the ACR and the AGO. These second and third presentations are expected to be held in the second quarter of 2014.

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

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

During this quarter, the following projects were approved:

IR 2 Mechanisms operational to establish definitive legal status of ex combatants		Number of Beneficiaries
1	Inspector General's Office	0
2	CMH - Phase II	2.500
3	OIM - Community Service Phase II	3.793
4	OIM - OACP Lines of Jurisprudence	0
5	MAPP-OEA	0
6	OIM - MIJ Strengthening	0
TOTAL		6.293

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

ATTORNEY GENERAL'S OFFICE

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

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

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

1) Prosecution of Assets Sub-Unit

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

- The first area has three phases of action: i) analysis of files and other documentation that records the criminal activity related to land usurpation and forced displacement in the 16 prioritized Justice and Peace Law cases being examined, ii) tabulation of the information within the matrix designed by the Sub-Unit, and iii) creation of the content reports of patterns of macro-criminality, destined for the Director of the Justice and Peace Unit.
 - During this quarter, a total of 628 cases related to usurping of land were analyzed, and seven reports on macro-criminality and land usurping were sent to the AGO's Justice and Peace Unit.
 - Eighty-six files with land restitution requests were sent to the Justice and Peace Unit.
 - Four hundred and thirty-eight assets were dispatched to the Sub-unit.
- With respect to the second area of project activity, progress continued in the organization and transfer of 140 land restitution requests made to the Land Restitution Unit.

IOM consultants are supporting the specialists from the Prosecution of Assets Sub-Unit in the analysis of prioritized cases.

2) Exhumations Sub-Unit

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

- a) CTI Genetics Laboratory: This quarter, 39 genetic profiles were registered in the CODIS software. The Sub-Unit's experts analyzed 145 DNA samples, of which 30 were tested for matches with the genetic profiles of relatives. Sixteen exhumed bodies were identified and eighteen are awaiting results. In

addition, 3,000 kits were compiled to identify and take DNA samples, and 850 of these were sent to experts to continue their work on the samples.

- b) Updating and analysis of the databases of the Attorney General's office for the formulation of patterns of macro-criminality according to the Justice and Peace Unit's Prioritization Plan: The Sub-Unit revised and analyzed 1,100 cases registered in the SIIJYP with the goal of clarifying patterns of macro-criminality.

3) Victims' Sub-Unit

Support for the Victims' Sub-Unit focuses on the construction of patterns of macro-victimization that complement the analysis of macro-criminality conducted by the different areas of the Justice and Peace Unit under Law 975/05.

This quarter, the Universidad Externado de Colombia presented the macro-victimization reports on the Central Bolivar bloc. The university also progressed in the consolidation of the report on the Central Bolivar bloc, and the revision and adjustments to the report on the Vencedores de Arauca Front of the ACCU bloc.

In a meeting between the AGO, IOM, and the university, the latter requested an extension of the project in order to successfully write and consolidate all of the reports included in the project. Neither IOM nor the AGO had objections to this request, and the process of extending the project was begun.

4) Subversion Group

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

Eighteen IOM-hired database technicians supported the Subversion Group in updating its information management systems, including the registration and systematization of 100,041 files on victims of the illegal armed groups. This represents 88% of the registered victims in that information system.

5) Demobilized Persons Sub-Unit

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

This quarter, three investigatory sessions were held in Chigorodó, Apartadó, Turbo, and Aguachica. In total, 65 demobilized people were invited to participate in these sessions, and 59 participated. These 59 were distributed as follows: 16 in Aguachica of which 14 demobilized people got alternative sentences; 21 in Apartadó and Turbo, all of whom got alternative sentences, and another 22 in a second session in Apartadó, all of whom got alternative sentences.

INSPECTOR GENERAL'S OFFICE

INTERINSTITUTIONAL COMMITTEE FOR JUSTICE AND PEACE

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

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

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

- The project team has worked with SISTEMA COLOMBIA, who is in charge of developing the project, to make the system work in an integrated way as an information system. Tests continued on newly developed components of the system.
- Phase V of the project is in its initial stages, and will contribute to preparations for the transformation of the system into the Inter-institutional Transitional Justice System. This will serve a greater number of institutions and include a broader range of functions as per new decree no. 3011 passed in December 2013 affecting this and other tools used in the implementation of transitional justice norms.
- Work continues on other documentation modules related to the Exhumations Sub-Unit, judicial benefits for ex-combatants of illegal armed groups, and the ACR and OACP web services.
- Work continued on the plan to implement new components of the system with entities including the Ministry of Justice and Law, Inspector General, and Special Administrative Unit for Integrated Victims Reparation (Victims' Reparation Fund). Two teams were hired to provide data entry services and update the information in the system. Two teams were hired to fulfill data entry tasks with teams from these entities.
- The system is currently being used by the Ombudsman's Office, AGO, Ministry of Justice and Law, and Special Administrative Unit for Integrated Victims Reparation (Victims' Reparation Fund). Their use includes the modules for assets, asset administration, unique victims' attention route, cases, administration, security, victims' protection, witnesses, and others.
- Work continues to sign inter-administrative agreements to guarantee the system's operation with the National Civil Status Registry, the ACR, the Ministry of Defense, and the National Information Network.
- Work continues to establish the requirements for the construction of modules for exhumations and the second stage of the interconnected assets module.
- The corresponding matrixes were also generated for each training session.

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

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

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

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

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

In March 2014, a third modification of the agreement with the ACR was carried out to benefit 3,793 people in the process of reintegration so that they can complete their community service. This new phase of the project will seek strategic alliances with entities such as the Victims' unit and private businesses to coordinate activities that can benefit the receptor communities and the surrounding environment. This will contribute to the reconstruction of the social fabric of the communities and regions in which project activities take place.

Project results this quarter include:

- 114 community service activities were implemented.
- 2,387 participants registered to become engaged with community service activities, representing 39% of the new target. 280 of these registered this quarter.
- 1,736 participants received the certificate for 80 hours of community service, representing 29% of the target.

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

- 214 are attending community service activities in 16 municipalities of the country.
 - The community service activities initiated this quarter will benefit approximately 8,000 people including the elderly, displaced people, people with disabilities, children, and indigenous people, all of whom belong to the low-income communities near the ACR service centers.
 - The community service activities this year aim to be conducted with victims of the armed conflict. Therefore, the ACR offices in Urabá, Santander, and Bajo Magdalena Medio are approaching some communities to coordinate community service activities and reconciliation efforts.
 - The consultancy “Enfoque Analítico” sent the final reports on community service operators. The results will allow the ACR to identify the positive aspects of community service as it has been implemented up until now, as well as the factors that need to be improved.
- **Project: Methodologies for Ex-Combatant Contribution to Historical Truth and Reparation (Status: Ongoing)**

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

- The Office of Agreements for Truth continued activities related to the preparation and adjustment of instruments used to collect, systematize, and value contributions to truth.
 - The Office also initiated the process of defining criteria for the reception and compilation of other forms of contributions from other sectors of society.
 - The process of interviewing demobilized people in the 10 regional offices was continued. 1,787 people were made aware of the initiative, 546 were called to interview, and 103 were certified as having made this contribution to the truth.
 - Given that this process has caused great emotional strain for the regional professionals in charge of the interviews, a psychosocial assistance strategy was initiated to support them and their work. The initial stage of this strategy included evaluation tests and diagnostics of the regional teams (55 tests in total). The results showed that many of the regional professionals demonstrated clinical symptoms including neuroticism, emotional instability, anxiety, tension, and depression. The assistance strategy therefore moved into its implementation stage in Cali, Bucaramanga, Puerto Berrio, Medellín, Cauca, and Bogotá.
- **Project: Communications Campaign on Legal Status of Ex-combatants Law (Status: Ongoing)**

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

Results this quarter include:

- The company Contrapunto was hired to develop a documentary about historic truth in the reintegration and reconciliation process in Colombia. The script of the documentary was begun, and a work plan was formulated with the CNMH, the ACR, and the AGO.
- In addition, a need to disseminate more information about Law 1424 of 2010. A design company will be hired to create printed materials on the reintegration route established by this law.

IR 3: GOC SUPPORTED TO DEVELOP CONFLICT MANAGEMENT STRATEGIES

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

During this quarter, the following projects were approved:

IR 3 GOC supported to develop conflict management strategies		Number of Beneficiaries
1	Fundación Ideas para la Paz - Verdad Abierta	0
2	Fundación Ideas para la Paz - Monitoring and analysis II	0
3	National Conciliation Commission CCN	0
4	OIM - OACP Strengthening of the role of mayors and governors	0
5	Observatory of DDR Processes - ODDR	0
TOTAL		0

The team's activities continue in the following areas:

- Daily collection of information about the peace process and preparation of relevant documents, including weekly peace process reports to be sent to USAID. Thirteen weekly peace reports were distributed this quarter.
- Organization of events related to the peace process, including conversation sessions with relevant people such as representatives of USAID, the CMH, the Ministry of the Interior, the Ministry of Justice and Law, the Attorney General's Office, the Colombian Agency for Reintegration, and the High Commissioner for Peace.
- Compilation of research documents regarding the demobilization and characterization of the FARC and other issues related to the DDR side of the peace process.
 - The team continued the distribution of monthly "Spotlight" documents. This quarter, spotlight topics included gender and peace processes, reconciliation, and mechanisms used to gain public approval of a final peace agreement. The objective of these documents is to present lessons learned from national and international cases, thereby contributing to the design and implementation of relevant policy and programs in DDR and related fields.

- The team continued to produce analyses of locations in which large numbers of ex-combatants are expected to demobilize as a possible result of the GOC-FARC peace process. The document initiated this quarter focuses on Cauca, and will analyze conflict dynamics, the humanitarian situation, and the economic and political crises that have affected the region. It is expected to be ready for distribution in the second quarter of 2014.
- A document outlining general challenges confronted by women in reintegration processes was compiled. It will be presented in the second quarter of 2014 and used as the basis for future work on gender and differential focus.
- Coordination of projects with external entities to use effective information generation and management to support the GOC in conflict management and reconciliation strategies.
- The information and analysis unit has also led the production of maps demonstrating regions that will present particular challenges to the implementation of peacebuilding and post-conflict initiatives. Variables included on the maps include historic and current presence of the FARC, illegal crop cultivation, child recruitment, demobilization, reintegration, and others that could help to indicate where the FARC are most likely to demobilize and reintegrate, and where particular types of post-conflict assistance and peacebuilding will be most necessary. The maps have been presented to a variety of audiences including USAID, various UN agencies, and various GOC entities, including some directly involved in the current peace talks.

MONITORING AND ANALYSIS OF CONFLICT DYNAMICS AND PEACE NEGOTIATIONS

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

Project results this quarter include:

- Media monitoring reports about the peace process and the armed conflict.
 - Daily collection of relevant news in the regional and national news sources. In 2013 and the first quarter of 2014, a total of 4,178 news articles were systematized.
 - Based on these articles, FIP sends a report to IOM, think tanks, universities, governmental entities, and international cooperation entities twice per week. A total of 113 reports have now been distributed.
 - FIP has now sent nine monthly reports on the peace process, which include five sections: 1) Main events in the peace process; 2) Relevant facts about the armed conflict; 3) Summary of the arguments and positions taken by the peace delegations at the negotiating table; 4) Opinions of a range of relevant experts; 5) Positions taken by international actors.
- Regional reports on the armed conflict.
 - FIP published the drafts of the reports on Bajo Cauca and Tumaco. In total, six regional reports on conflict dynamics have been published, analyzing the departments of Bajo Cauca, Tumaco, Tolima, Meta, Catatumbo, and La Guajira.
- Reports on the peace negotiation agenda topics and conflict dynamics
 - The purpose of these documents is to enrich the debates surrounding the negotiations agenda being discussed by the GOC and the FARC.

- A first report on the topic of political participation and a second on ceasefires were published. Another report on illegal drugs was written and includes international experiences used to understand the dynamics of armed groups and drugs trafficking as well as examining the topic in light of previous peace talks in Colombia.
- FIP also progressed in the creation of a report on DDR which includes technical input from IOM and has been revised several times by CORE. This document will be published in April 2014.
- FIP and IOM organized two important meetings, one to present project results and conclusions to USAID, and another with USAID to present project results to the High Commissioner for Peace.
- In a series of meetings organized to ascertain the High Commissioner for Peace's needs in terms of documents and information, the entity requested greater support in the generation of documents analyzing various topics related to peacebuilding and DDR. FIP requested a project extension of one month in order to fulfill the OACP's request, especially taking into account the need for fieldwork in this project.
- Per the identified information management needs of the OACP, a new project was approved to generate information and technical input on the peace process agenda and the eventual implementation of an agreement, as well as the transition to the post-conflict phase. This project will include territorial diagnostics and regional realities, especially in areas with a historically high presence of the FARC. The project card of this project was approved by USAID and it is currently in the hiring process with FIP.

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

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

Results this quarter include:

- A project to facilitate regional input on peacebuilding continues with operating partner FUCUDE. Six regional seminars will be held with the objective of disseminating regional experiences of peacebuilding in different parts of the country, thereby exchanging lessons learned in this area. These will include experiences of political negotiations related to the conflict, and social initiatives focused on regional peacebuilding.
 - FUCUDE was hired as the operating partner for this project.
 - FUCUDE hired the technical team in charge of the project implementation, including the Project Director, Pedagogical Evaluator, and Administrative Assistant.
 - The project team created the work plan and other preparations for the implementation of the project. This included the methodological proposal for the seminars, the tentative timeline for the seminars, and the agreement to convene regional entities and representatives to the seminars.
- The project "Reconciliation Colombia: Support for the design and implementation of the website and a collaborative network for topics related to post-conflict and reconciliation" was begun. This activity aims to facilitate the exchange of information, regional dialogue, and coordination between the private sector, public sector, and other entities. Support will be targeted at the implementation of the

Reconciliation Colombia website as a platform to exchange information about reconciliation in Colombia and regional visions and actors who are involved in this field.

- The project was launched on February 5th in a press conference attended by the directors of the project associates, including IOM and USAID.
- Regional workshops were held in Medellín on February 12th (271 attendees and 1,983 people streaming online), Cali on February 26th (330 attendees and 1,128 streaming), and Barranquilla on March 19th (365 attendees and 1,100 streaming).
- During these workshops, various people presented their experiences of reconciliation, including people who have benefited from IOM and USAID projects such as the Minimarket 2x3 for Reconciliation (mentioned above under IR 1).
- Two magazines presenting the results of the workshops were circulated to more than 3,000 people this quarter.
- The “Reconciliation Colombia” webpage was launched on February 5th and has been used to publish 60 personal narratives of reconciliation, 25 media articles, and 25 multimedia articles. Approximately 19 additional stories and articles are published on the website every week.
- The project “Lessons learned for Peaceful Coexistence” was also initiated with operating partner CINEP. This project aims to identify and disseminate urban and rural experiences of peaceful coexistence with the goal of highlighting lessons learned to provide input to entities that work in this area and for the definition of public policy. This project builds on recommendations and lessons learned by CORE and Fundación Social in the National Reconciliation Index project (details below), taking into account the current peace process.
 - The project agreement was signed on the 13th of March.
 - IOM convened the project’s first technical committee to review the work plan and confirm the project’s priorities. A need to view the reintegration process from the perspective of the communities was also identified in this meeting.

STRENGTHENING LOCAL CONFLICT MANAGEMENT CAPACITY

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

- CORE began to implement a “Reintegration and Reconciliation” project, which aims to address the limited capacity of local government to contribute to overcoming the challenges implied by reconciliation and reintegration. The project involves a diagnostic of local needs and capacities in terms of reintegration and reconciliation in seven municipalities of the country, and will produce a document of lessons learned about these topics. A guide will also be produced to assist the implementation of reintegration and reconciliation initiatives at the local level.
 - Project activities have begun, including the hiring of the national coordinator for the project and three regional coordinators.
 - IOM and ACR defined the selection criteria for the 7 municipalities in which the project will be implemented: Pasto, Tumaco, Villavicencio, Florencia, Cali, Popayán and Bogotá. Other topics that were defined with the ACR included the expected results of the project, and the need to build a tool that allows the distribution of information and assistance by local authorities.

- The ACR and the IOM research unit progressed in the design of methodological instruments of two products that will contribute to the construction of this tool: a diagnostic of institutional needs and abilities in terms of reintegration in the municipalities; and the identification of best practices in reintegration-related topics and the contributions of these best practices to national reintegration policy.
- A Reconciliation Center in Florencia has also been initiated with Fundación para la Reconciliación. The main objective of this initiative is to implement a community proposal in Florencia to generate and promote inclusion and peaceful coexistence with the participation of community and institutional actors. This project was requested by the ACR based on the belief that it will facilitate reintegration for demobilized people.
 - In this quarter, the project agreement was signed.
 - Fundación para la Reconciliación began various activities to engage the ACR service center in Florencia with the project. This included a meeting to identify the ways in which this project can support the reintegration process, for example allowing attendance of project events to count towards the fulfillment of requisites by ex-combatants who are in the process of reintegrating to civil society.
 - In March, scouting was carried out to identify the location of the reconciliation center in the Ciudadela Siglo XXI. Many demobilized people, displaced people, and victims live in this area.
 - Fundación para la Reconciliación progressed in the selection of people who will work in the reconciliation center. A coordinator and two assistants were selected. The two assistants are a person who finished their reintegration process with the ACR, and a victims' representative.

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

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

Project results this quarter include:

- Fundación Ideas para la Paz (FIP) showed progress in the systematization of 100% of the proposals presented by civil society, which represents a cumulative total of 21,632. The proposals mainly came from the Forum on Political Participation, the Forum on Illegal Drugs, the Forum about Women and Peace, regional roundtables held by congressional peace commissions, and the Rural Development Forum requested by the negotiating teams.
- Based on the information collected through the systematization of the proposals, FIP has written 22 statistical, narrative, and analytical documents, as well as other reports with experts and descriptive documents per the request of the High Commissioner for Peace.
- It is important to note that the number of physical proposals received increased, indicating greater participation by civil society.

- In this period, FIP and IOM met with USAID to present the project's progress. The High Commissioner for Peace requested a project extension of seven months, which was approved by both IOM and USAID. The project will therefore finish in July 2014.

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

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

In January, Fundación Social told IOM that they had had an issue with the designers of the index documents, and had to rehire and redesign the product. This implied a new timeline for publication.

Project results for this quarter include:

- The design and collection of observations for the Medellín index progressed. All of the observations from the Mayor's office and the Victims' Unit are included in the document, and it has been approved for publication.
- Progress was made in the design of the publications for San Carlos and Bogotá. Observations are being collected from the Mayors' Offices and Victims' Unit in these locations, and they soon be approved and passed on for publication.

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

CORE is conducting a project with the High Commissioner for Peace and the Ministry of the Interior to strengthen the knowledge and participation of local authorities in topics related to the current peace process. The formal agreement for this project was signed on February 21st. The project aims to open spaces for dialogue and direct participation so that local mayors and governors can interact with the Ministry of the Interior and the OACP. This will lead to the creation of a Network of Mayors and Governors for Peace, their increased input to the peace process and more effective promotion of mechanisms by which civil society in their jurisdictions can also contribute to the talks.

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

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

The CONPES team finished the document with conclusions and proposals from the first stage of the project. The document was disseminated and the team met with the ACR and other relevant entities to demonstrate the results, ensuring that these proposals be taken into account in 2014 reintegration planning. In January, the document's findings were discussed with the Director of the ACR to make necessary adjustments in order for the document to serve in the formulation of a new CONPES (legal guidelines document) and to allow the ACR to incorporate relevant ideas into plans for investment in

community reintegration, mental health projects, and a differential focus. The CONPES team also supported the planning of the conceptual framework to be used for investments.

The team also created the action plan for the pilot projects to be implemented by IOM and ACR with support from USAID, in areas in which large numbers of FARC ex-combatants are expected to demobilize. This action plan includes maps of areas of interest and municipalities that have the conditions considered suitable for the implementation of pilot projects. Field visits to these areas will begin this month.

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

4. Challenges Encountered and Actions Taken

Three challenges were encountered this quarter: 1) the lack of coordination in attempts to respond to government and civil society's needs with relation to the peace process; 2) the implementation of socioeconomic reintegration pilot projects in areas where high numbers of FARC ex-combatants are expected to demobilize; and 3) the restructuring of the Attorney General's Office.

1) The lack of coordination in attempts to respond to government and civil society's peacebuilding needs with relation to the peace process. There is a great number of public, private, and civil society actors currently taking action to gain a protagonist role in a possible eventual implementation of a final peace agreement. Many of these initiatives and proposals share objectives but their methodologies and strategies are not compatible. This has created a confusing and highly uncoordinated range of possible projects and efforts, which puts at risk the effectiveness and desired positive impact of the initiatives themselves and the overarching objective of constructing lasting peace. CORE is working with a range of public and private entities and representatives to ensure that peacebuilding efforts become more coordinated and that those who wish to play a role in the implementation of a final peace agreement generate unified responses to government and civil society's peacebuilding needs. The program is also making sure that its own initiatives are well aligned with government objectives and efforts, while facilitating civil society's own use of mechanisms that allow coordinated participation in the processes surrounding the talks.

2) The implementation of socioeconomic reintegration pilot projects in areas where high numbers of FARC ex-combatants are expected to demobilize. A range of pilot projects have begun in areas of the country where CORE has identified the potential for high numbers of the FARC to demobilize in the case of a final peace agreement. These projects are in many cases being implemented in areas in which CORE has not previously implemented socioeconomic reintegration initiatives, and that in many cases have specific needs and contextual factors that affect implementation. CORE has therefore formulated employability projects in seven areas that have not experienced such strategies before. Similarly, projects for business plan formulation and implementation, and strengthening of productive units, are being designed for areas in which the ACR has not conducted such work previously.

3) The restructuring of the Attorney General's Office. As mentioned in the "Context" section, the AGO is in the process of restructuring its Justice and Peace Unit, which will become the Transitional Justice Unit and subsume the sub-units with which CORE works. This has caused some delays in the implementation of projects and the delivery of necessary reports. For example, the reports on patterns of macro-victimization have been delayed past their originally agreed-upon date. CORE is working with the AGO to adjust processes as necessary and adapt to the internal changes in their institution.

5. Priorities for Next Quarter

IR 1: ACR DESIGNS AND IMPLEMENTS THE GOC REINTEGRATION POLICY

With the ACR:

- **IECC & ISUN application**
 - Implement the new version of the ISUN in the ACR's regional offices. This will include training sessions supported by ACR and USAID resources, to ensure that the regional offices are using the tool efficiently.
 - Hire teams of consultants who will execute the projects on citizenship participation, mental health, reconciliation, and systematization of experiences in Ortega and Cauca.
 - Adjust the activities to be implemented by the SAME regional teams according to budget cuts to the SAME work area.
 - Review the results of the Narrative Exposure Therapy project to determine viability for a second phase of implementation.
- **In Employability Projects:**
 - Initiate the execution of the integrated employment intervention route in seven areas in which employability initiatives have not previously been conducted.
 - Initiate projects for the implementation and strengthening of productive units in areas where the ACR has not conducted work to formulate and implement business plans.

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

- Work with the ACR to explore ways to approach victims' organizations to conduct community service projects that involve demobilized people and victims.
- Begin SAME work on a report on the results of community service projects so that the ACR can gain an in-depth understanding of perceptions of community services by the community, participants, and others.
- Hire logistical regional operators for the community service projects. This will shorten the durations of the regional projects and assist the engagement and rotation of participants.
- Implement the information platform in such a way that the tool is efficient, useful, and motivates the international community to participate in the exchange of information on DDR processes.
- With the Victims' Sub-unit: ensure that final versions of the reports on the Central Bolivar Bloc and Mancuso are finished, and confirm the extension of the contract with Universidad del Externado.
- With the Demobilized People's Sub-unit: hold investigatory sessions with the adequate number of demobilized people.

IR 3: GOC SUPPORTED TO DEVELOP CONFLICT MANAGEMENT STRATEGIES

- Continue to generate input and technical support for government peacebuilding efforts.
- Continue to strengthen CORE's relationship with governmental entities that work in peacebuilding so that CORE can respond to governmental needs and requests.
- Disseminate information on peacebuilding projects with partners so that these projects are taken into account in initiatives that share their objectives, thereby contributing to peacebuilding in a more coordinated way.

Summary table this quarter:

Reporting Period:	January 1st to March 31st 2014
New Projects Approved:	21
New Project IOM Financial Obligations:	\$ 4.275.772
Total Expenses for Reporting Period:	USD \$ 2.023.265

Projects approved this quarter by component and beneficiaries

Intermediate Result		Projects Approved	Number of Beneficiaries*
A. IR 1	ACR designs and implements the GoC reintegration policy	10	816
B. IR 2	Mechanisms operational to establish definitive legal status of ex combatants	6	6.293
C. IR 3	GOC supported to develop conflict management strategies	5	0
D.	Verification to the Process	0	0
TOTAL		21	7.109

Summary table-Cumulative figures

Total Projects Approved
Total Projects Approved (Second phase):
Total Project IOM Financial Obligations (Second Phase):
Total Expenses (Cumulative figures):

Second Phase			
Component		Projects Approved	Number of Beneficiaries*
A. IR 1	ACR designs and implements the GoC reintegration policy	70	6.061
B. IR 2	Mechanisms operational to establish definitive legal status of ex combatants	21	18.935
C. IR 3	GOC supported to develop conflict management strategies	20	420
D.	Verification to the Process	3	0
E.	Justice and Peace- Assistance to Victims	47	26.555
F.	Projects in Transition	29	30.716
G.	Land Restitution	24	5.503
H.	Historical Memory	7	70
TOTAL		221	88.260

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

	Projects Approved	Number of Beneficiaries*
First Phase	333	91.465
Second Phase	221	88.260

Annex 1. El Salado: Project in transition

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

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

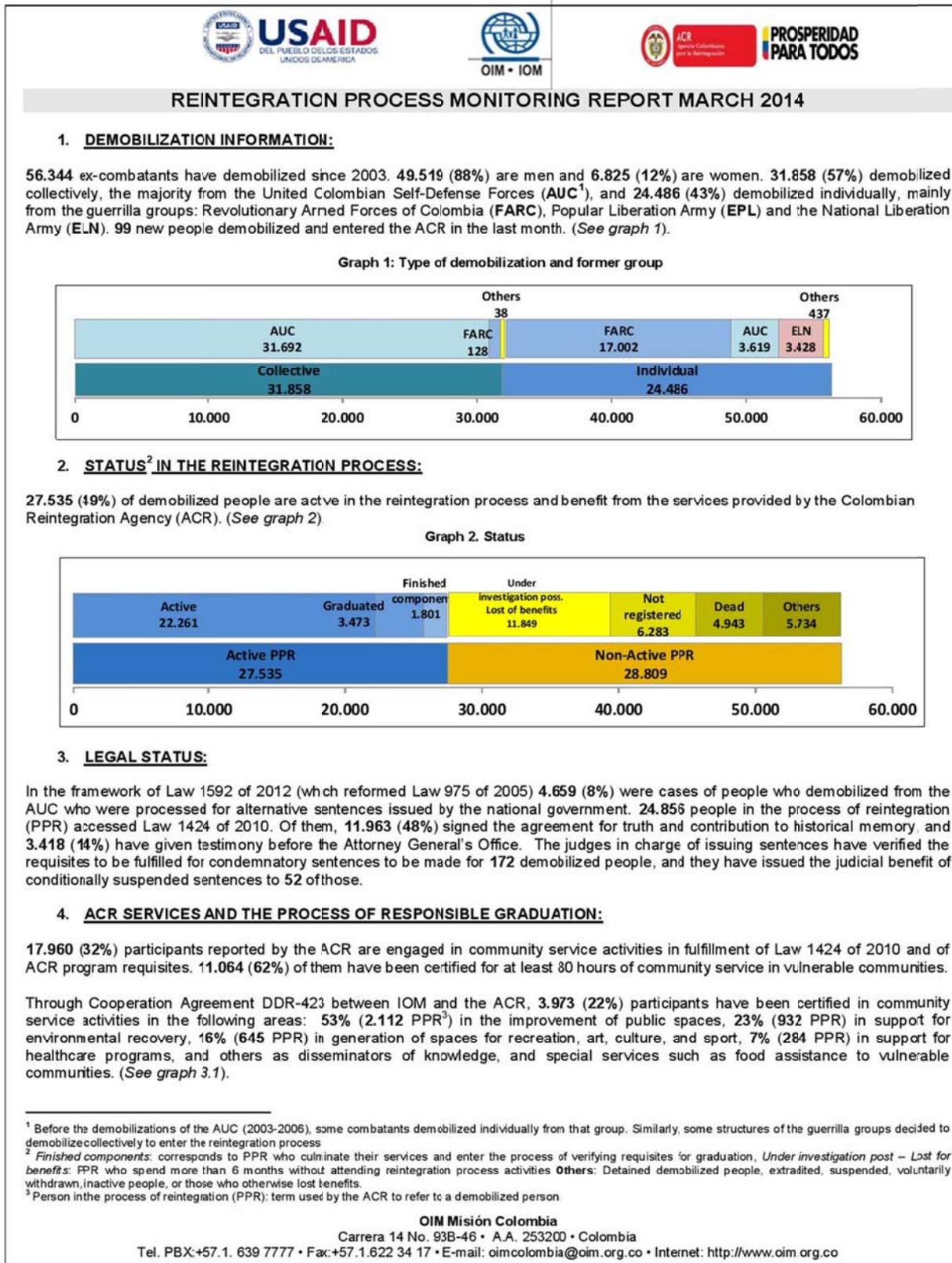
Project results this quarter include:

- There are now 17 hectares of ñame, 6 of yucca, 7 of corn, and 7 of sesame.
- Constant drought in the region has affected the yield of the crops and delayed the training.
- The community decided to continue the exploitation of 32 hectares for ñame, taking advantage of the seeds left over from the first crop and the lessons learned from the first 17 hectares.
- The work, coexistence, financial, purchasing, and reconciliation committees are operating with 35 people who are permanently committed to the project.
- The Board of Directors has been formed for the fulfillment of rights and obligations by project participants. This included the training of 15 people as facilitators for the project.
- INCODER assigned a regional representative to the operational committee in February and committed to approve the Victims’ Unit’s engagement in the project.

Priorities for the next quarter:

- Meet with INCODER to confirm approval of the Victims’ Unit’s engagement in the project, and the subsequent funds from the Unit itself.
- Revision of the terms of reference by INCODER in order to hire for the construction and implementation of the water reservoir for the irrigation system, which is necessary for the sustainability of the productive project in La Quimera.
- Maintain the social activities between project associates.
- Create a rotating fund with the sales from the first investment to benefit the project associates.

Annex 2. Reintegration Process Monitoring Report- December 2013



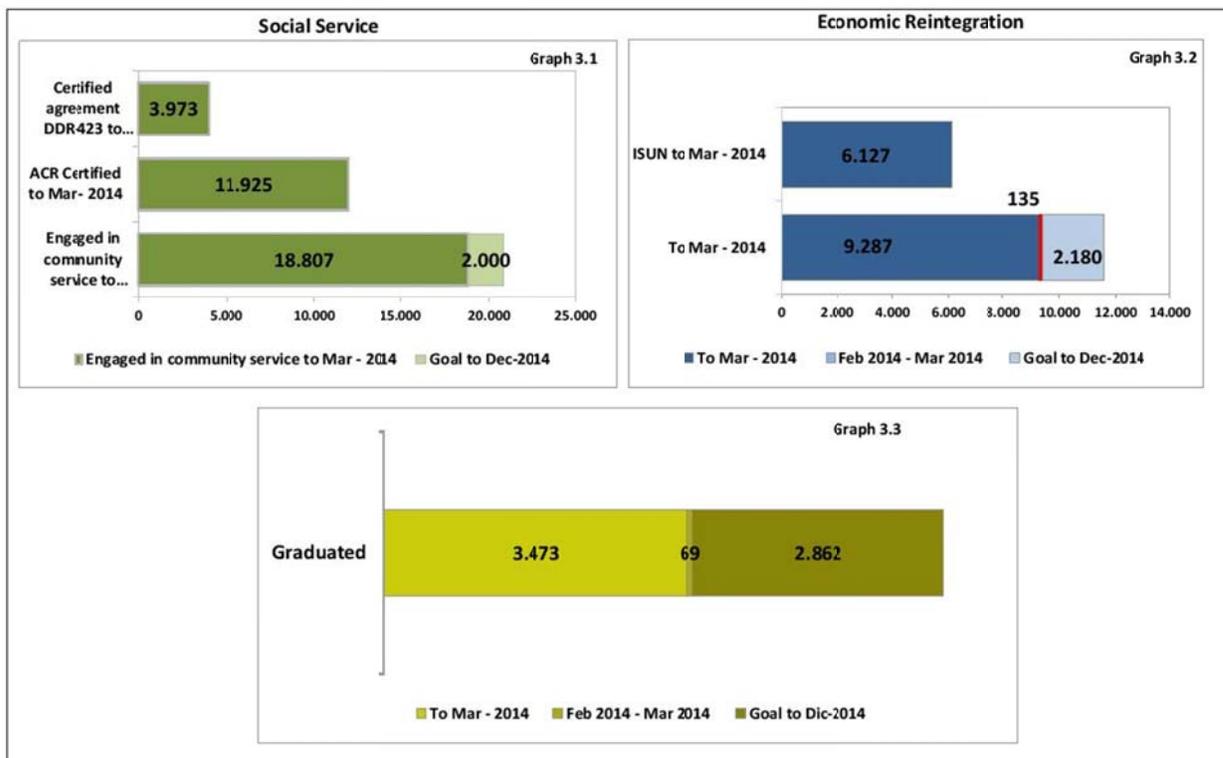
REINTEGRATION PROCESS MONITORING REPORT MARCH 2014

9,287 (16%) people in the process of reintegration have received support in economic insertion⁴, for entrepreneurship or strengthening of business units (UN). 6,127 (66%) of these receive monitoring visits for the ISUN⁵, which allows the identification of factors that affect the functioning of the business. Results obtained through the monitoring of businesses include: 1,738 (28%) UN are operating, 295 (5%) are at-risk, and 4,094 (67%) are closed. (See graph 3.2).

IOM currently supports the ACR in the implementation and strengthening of productive units to benefit around 1,500 demobilized people and in the consolidation of a model to manage productive units, which will be transferred to the ACR.

Between 2012 and March 2014, the ACR graduated 3,473 PPR and the projection for the end of 2014 is 3,000 participants. (See graph 3.3).

Graph 3. Participants in the process of reintegration



Annual goals correspond to information provided by the ACR Data up to March 31st 2014.

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

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

Service Summary Table

Department		Labor Training	Human Development & Psychological Attention	Formal Education	Profiles & Vocational Orientation	Employability & Productive Projects	TOTAL * DEPARTMENT
National Coverage	Projected	1.612	0	229	0	1.010	2.851
	Actual	0	0	0	0	0	0
Antioquia	Projected	3.302	3.201	700	4.150	1.868	13.221
	Actual	27	86	0	0	142	255
Atlantico	Projected	175	125	0	0	212	512
	Actual	51	0	0	0	35	86
Bogotá	Projected	1.139	7.947	0	1.000	913	10.999
	Actual	58	19	0	0	101	178
Bolívar	Projected	238	985	0	200	287	1.710
	Actual	36	0	0	0	7	43
Caldas	Projected	55	30	0	0	95	180
	Actual	0	2	0	0	2	4
Caqueta	Projected	40	0	0	0	50	90
	Actual	0	0	0	0	16	16
Casanare	Projected	140	50	0	0	100	290
	Actual	10	0	0	0	0	10
Cesar	Projected	726	505	0	1.825	877	3.933
	Actual	50	0	0	0	21	71
Córdoba	Projected	789	646	0	2.025	867	4.327
	Actual	134	0	0	0	52	186
Huila	Projected	55	0	0	0	69	124
	Actual	59	0	0	0	12	71
Magdalena	Projected	575	728	0	1.000	632	2.935
	Actual	0	0	0	0	0	0
Meta	Projected	280	383	0	500	505	1.668
	Actual	23	0	0	0	19	42
Norte de Santander	Projected	90	520	0	500	290	1.400
	Actual	40	0	0	0	0	40
Quindío	Projected	50	190	0	0	255	495
	Actual	0	0	0	0	0	0
Risaralda	Projected	665	605	0	150	927	2.347
	Actual	115	91	0	0	54	260
Santander	Projected	174	297	0	400	625	1.496
	Actual	43	0	0	0	12	55
Sucre	Projected	295	251	100	500	458	1.604
	Actual	60	0	0	0	30	90
Tolima	Projected	55	100	0	400	169	724
	Actual	60	10	0	0	37	107
Valle de Cauca	Projected	125	958	0	1.000	288	2.371
	Actual	0	54	0	0	37	91
TOTAL PROJECTED		10.580	17.521	1.029	13.650	10.531	53.311
TOTAL ACTUAL		766	262	0	0	577	1.605

Services summary Table - Demobilized individuals

Department		Labor Training	Human Development & Psychological Attention	Formal Education	Profiles & Vocational Orientation	Employability & Productive Projects	TOTAL PER DEPARTMENT
National Coverage	Population	0	0	0	0	0	0
	Demobilized	0	0	0	0	0	0
Antioquia	Population	27	86	0	0	142	255
	Demobilized	27	86	0	0	142	255
Atlantico	Population	51	0	0	0	35	86
	Demobilized	51	0	0	0	35	86
Bogotá	Population	58	19	0	0	101	178
	Demobilized	58	19	0	0	101	178
Bolívar	Population	36	0	0	0	7	43
	Demobilized	36	0	0	0	7	43
Caldas	Population	0	2	0	0	2	4
	Demobilized	0	2	0	0	2	4
Caquetas	Population	0	0	0	0	16	16
	Demobilized	0	0	0	0	16	16
Casanare	Population	10	0	0	0	0	10
	Demobilized	10	0	0	0	0	10
Cesar	Population	50	0	0	0	21	71
	Demobilized	50	0	0	0	21	71
Córdoba	Population	134	0	0	0	52	186
	Demobilized	134	0	0	0	52	186
Huila	Population	59	0	0	0	12	71
	Demobilized	59	0	0	0	12	71
Magdalena	Population	0	0	0	0	0	0
	Demobilized	0	0	0	0	0	0
Meta	Population	23	0	0	0	19	42
	Demobilized	23	0	0	0	19	42
Norte de Santander	Population	40	0	0	0	0	40
	Demobilized	40	0	0	0	0	40
Quindío	Population	0	0	0	0	0	0
	Demobilized	0	0	0	0	0	0
Risaralda	Population	115	91	0	0	54	260
	Demobilized	64	34	0	0	26	124
Santander	Population	43	0	0	0	12	55
	Demobilized	43	0	0	0	12	55
Sucre	Population	60	0	0	0	30	90
	Demobilized	60	0	0	0	30	90
Tolima	Population	60	10	0	0	37	107
	Demobilized	60	10	0	0	37	107
Valle del Cauca	Population	0	54	0	0	37	91
	Demobilized	0	54	0	0	37	91
TOTAL POPULATION		766	262	0	0	577	1.605
TOTAL DEMOBILIZED		715	205	0	0	549	1.469

Services provided to demobilized individuals by department and type.

Community Service Table

Demobilized people certified for community services this quarter by municipality

Geographical Coverage		Certified For Community Service
Apartado y Necocli	Projected	400
	Actual	0
Bogotá	Projected	717
	Actual	0
Cali	Projected	500
	Actual	0
Cartagena	Projected	200
	Actual	0
Cucuta	Projected	250
	Actual	0
Medellin	Projected	550
	Actual	0
Pereira	Projected	300
	Actual	0
Sincelejo	Projected	250
	Actual	0
Valledupar	Projected	500
	Actual	0
Nacional	Projected	6.025
	Actual	731
TOTAL PROJECTED		9.692
TOTAL ACTUAL		731

*Please note that in the future, only the projected and actual quarterly totals of demobilized people certified for community service will be reported

Cumulative total of demobilized people certified for community services by municipality

Geographical Coverage		Certified For Community Service
Apartado y Necocli	Projected	400
	Concluded	431
Bogotá	Projected	717
	Concluded	156
Cali	Projected	500
	Concluded	371
Cartagena	Projected	200
	Concluded	196
Cucuta	Projected	250
	Concluded	251
Medellin	Projected	550
	Concluded	474
Pereira	Projected	300
	Concluded	300
Sincelejo	Projected	250
	Concluded	232
Valledupar	Projected	500
	Concluded	514
Nacional	Projected	6.025
	Concluded	1.726
TOTAL PROJECTED		9.692
TOTAL ACTUAL		4.651

Annex 3. ACR Institutional Strengthening Index

INDICATOR TECHNICAL TABLE									
Name of Assistance Objective:	DO-2 Conditions of Target Vulnerable Populations Improved								
Name of intermediate result	ACR Designs and implements the GOC Reintegration Policy								
Name of sub-intermediate result	Not Applicable								
Name of indicator	Percentage increase of ACR in the Institutional strengthening index (Socio economic, M&E, Graduation methodologies, Info gathering and management, PWD, Officials that acquire and enhance skills on reintegration)								
Type of indicator	Impact								
Component	Institutional Strengthening								
Gerencia	Urban, M&E, Institutional Strengthening								
Definition	* Institutional strengthening: Institutional strengthening: Capacity building to bring about changes in organizational factors, which will be evaluated through milestones for development of necessary tools and processes, transfer of tools and processes and sustained implementation of tools and processes by ACR. * Transference: theme will considered transferred when all milestones are completed.								
Unit of Measurement	Index				% PROGRESS Q2 FY2014	% PROGRESS Q2 FY 2014	Observations		
Milestones in the ACR Institutional Strengthening Index	1. Transfer of the Socioeconomic Reintegration Model: Occupational Mediation Route (employability - workshop school) 20%	Competency strengthening for reintegration professionals on the occupation mediation route with an emphasis on employability (10%)	1. Training for the reintegration professionals and the service center leaders in the job training route. 5%	PRODUCT: 3 training workshops <u>Target number of reintegration professionals with stronger competencies:</u> minimum 15 <u>Verification measures:</u> Attendance lists	0,5%	2%	Given that the employability instruction model is still in the process of being adjusted, training has not yet been conducted. During this quarter, the preliminary instruction model has been distributed in the ACR service centers in Cali, Popayán, Ibagué, Neiva, Eje Cafetero, Medellín, and Bogotá. The reintegration professionals participated in these activities.		
			2. Construction of an employability kit with the participation of operators, ACR and IOM: processes, procedures, and instruments required for the implementation of the integrated occupational mediation route with emphasis on employability. 2% (Guaranteeing the inclusion of the differential focus guidelines).	PRODUCT: A methodology and printed materials for the validation test. <u>Verification measures:</u> work session with operators, ACR, and IOM for the construction of the kit, documents with content.	0%			The preliminary toolkit was delivered to the technical teams of the 3 "Integrated Employment Intervention Route" projects and the ACR technical teams	
			3. Validation and adjustment of the employability kit with the operators, ACR and IOM: processes, procedures, and instruments required for the implementation of the integrated occupational mediation route with an emphasis on employability 2%	PRODUCT: A validated kit, ready for printing and distribution. <u>Verification measures:</u> Monitoring documents for the process of validation, and documents and contents validated.	0%				The preliminary toolkit is in validation by the route and ACR technical teams
			4. Delivery of employability kit to the ACR - central office and service centers 1,0%	PRODUCT: 31 kits printed and delivered to the ACR Central office and service centers. <u>Verification measures:</u> documentation of delivery to the service centers and ACR central					
	Competency strengthening for reintegration professionals on the occupation mediation route with an emphasis on shoe-making workshop school (10%).	5. Training for the reintegration professionals and the service center leaders - in the occupational mediation route with emphasis on the workshop school 6%	PRODUCT: 5 training workshops <u>Target number of reintegration professionals with stronger competencies:</u> minimum 10 <u>Verification measures:</u> Attendance lists						
		6. Construction of the employability kit with the participation of operators of the Shoe-Making Workshop School, ACR and IOM: processes, procedures, and instruments required for the implementation of the integrated occupational mediational route with emphasis on the shoe-making workshop school 3% (Garantizando la inclusión de los lineamientos de enfoque)	PRODUCT: A methodology designed and systematized, and materials created. <u>Verification measures:</u> work session with shoe-making workshop school operators, ACR, and IOM for the construction of the kit, documents with content.	1%	A preliminary version of the toolkit was created for the workshop school model, and is now under review by the ACR for its subsequent distribution				
		7. Delivery of employability kit to the ACR - central office and service centers. 1%	PRODUCT: 31 kits printed and delivered to the ACR Central office and service centers. <u>Verification measures:</u> documentation of delivery to the service centers and ACR central office						

Milestones in the ACR Institutional Strengthening Index	2. Transferencia Modelo de Reintegración socio económica: Proyectos Productivos - Planes de Negocio (urbano - rural) 20%	Competency strengthening for reintegration professionals on the productive projects model - business plans (20%).	1. Definition of valuation criteria for the business plan models (productive reintegration route), implemented by operators in conjunction with the	PRODUCT: Valuation criteria for the business plan model. <u>Verification measures:</u> A document with criteria	0%	0%	The evaluation criteria are being defined with the ACR for the valuation of business plans to select operators to become part of the construction of the productive
			2. Application of valuation criteria to all of the business plan models (productive reintegration route) implemented by operators, and selection of the 5 best models, in conjunction with the ACR and IOM. 3%	PRODUCT: 5 better models identified through the application of the valuation criteria. <u>Verification measures:</u> Documentation of the application of the valuation criteria for each project (18). <u>Documentation of the selection of 5 better</u>			
			3. Design of the productive reintegration route and creation of the kit with operators, consultant, ACR, and IOM. 7% (Guaranteeing the inclusion of the differential focus guidelines).	PRODUCT: A methodology designed and documents with contents. <u>Verification measures:</u> Work session for the design of the route and the materials by the operators, consultant, ACR and IOM, and documents with			
			4. Training of the reintegration professionals and the service center leaders in the productive project model - business plans. 6%	PRODUCT: 3 Training workshops <u>Target of reintegration professionals with strengthened competencies:</u> minimum 50 <u>Verification measures:</u> Attendance lists, documentation of commitment to replicate acquired knowledge, signed by the service center leader and the reintegration professionals and service center leaders, and other reintegration professionals who will			
			5. Formal delivery of the productive reintegration route kit to the ACR. 1%	PRODUCT: 31 kits printed and delivered <u>Verification measures:</u> documentation of delivery to the service centers and ACR central office			
Milestones in the ACR Institutional Strengthening Index	3. Transfer of the Reintegration Process Information Management System Model 20%	Competency strengthening for the ACR in document management (15%)	1. Development of the inventory of the type of records of the participants in the process of reintegration. 4%	PRODUCT: an inventory of participants' records in the SAME, by type. <u>Verification measures:</u> Memorandum of inventories and database of the records		1%	Technical report and supporting materials have been created but not yet officially delivered to the ACR, pending their return of signed agreements.
			2. Organization of the participants' records for the unification of the background history in the service centers and transfer to the respective service centers. 3%	PRODUCT: Integrated participant records located in the service centers. <u>Verification measures:</u> Record of reports organized by participant and by service center. Documentation of transfer and database: bi-monthly reports.			
			3. List of document management criteria for participants' records, and development of the document management protocol. 2%	PRODUCT: Criteria and a document management protocol created. <u>Verification measures:</u> Document with criteria and protocol			
			4. Training for ACR professionals in document management (participants' records). 3%	PRODUCT: A training workshop for ACR professionals in document management, implemented by service centers. <u>Medios de verificación:</u> Documento: Actas de			
			5. Delivery of the physical files and document management protocol to the service centers and delivery of the files sent to ACR central office with the protocol. 3%	PRODUCT: A technical report on the document management process, including protocol <u>Verification measures:</u> Document inventory of records delivered by service centers, documentation of the delivery of the document management protocol to service centers, documentation of the files sent to the service centers and received by the ACR.	1%		
Milestones in the ACR Institutional Strengthening Index	3. Transfer of the Reintegration Process Information Management System Model 20%	Competency strengthening in reintegration model measurement instruments for the ACR (5%)	6. Diagnostic of the measurement instruments currently used in the ACR reintegration route. 1%	PRODUCT: A report with the diagnostic of existing measurement instruments. <u>Verification measures:</u> Document with the report.			
			7. Revision, adjustment, and unification of the measurement instruments of the ACR reintegration route. (Guaranteeing the inclusion of the differential focus guidelines). 3%	PRODUCT: Unified measurement instruments. <u>Verification measures:</u> Documentation of meetings between the ACR and IOM, with the process of revision and adjustment of instruments. Instruments/unified			
			8. Formal delivery of the unified measurement instruments from the reintegration route to the ACR central office. 1%	PRODUCT: document with measurement instruments adjusted, printed, and delivered to the ACR central office. <u>Verification measures:</u> Letter confirming delivery of instruments to the ACR central office.			

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

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

Annex 4: MOU July-September 2013

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

No agreements were signed in the reporting period.

The CORE Program in the news

The most ambitious reconciliation project in Colombia is born

February 5th 2014

Semana Magazine

A new initiative, Reconciliation Colombia, aims to showcase examples of how to overcome the conflict and restore trust.

Is it possible to achieve reconciliation? “Reconciliation is the most practical path to peace and democracy” said journalist and writer John Carlin. The author was one of the witnesses to how Nelson Mandela changed the path of South Africa by regaining trust. Now it is Colombia’s turn. In a country with around 5.5 million victims, one of the main challenges is to overcome the conflict, and one of the ways to achieve that is the Reconciliation Colombia Project.

Stories of people who have learned to forgive their victimizers to overcome conflict, children who sing about peace, or coca growers who now grow pepper are some of the many stories united by this research project. “The protagonists are those who have led admirable processes and generated real change in this society” said Gonzalo Murillo, civil society representative. More than 30 organizations, including businesses, NGOs, civil society, international cooperation, and communications media, are uniting in an initiative that aims to showcase experiences of reconciliation in Colombian regions that have been highly affected by conflict for decades. “The only way to progress is by uniting forces” expressed Javier Gutiérrez, a business representative.

This is precisely the kind of joint project that Reconciliation Colombia aims to facilitate. It will make the country think about what can be done to restore trust, reestablish rights, and empower regions and social groups. In six months of research (comprising the first of four stages), 350 civil society reconciliation initiatives were identified. The second phase will begin on February 12th when the first of four meetings will be held. The purpose of the meetings is for two completely different regions to get together and share what they have done to overcome the conflict and how they have achieved this. In addition, there will be publications and prizes for the mayors and governors who are most committed to reconciliation, without losing sight of the fact that civil society forms the basis of the project.

Project associates of this civil society initiative include the United States Agency for International Development (USAID, Ecompetrol, the United Nations Development Program (UNDP), the Swedish Embassy, the OAS Mission to Support the Peace Process, the European Union, the International Organization for Migrations (IOM), the Unidad de Acción Vallecaucana, Proantioquia, Empresarios del Caribe por la Paz, the Colombian Reintegration Agency (ACR), the Unit for Integrated Assistance and Reparation for Victims, the Historical Memory Center, El Colombiano, El Heraldo, Semana, El País, Vanguardia Liberal, Caracol Televisión, Caracol Radio, RCN Televisión, RCN Radio, La W, La FM, Canal Capital, El Espectador, CM&, El Tiempo, Portafolio, La República, Blu Radio, Fundación Ideas para la Paz, Redprodepaz, and BSD.

We have to prepare for peace

April 3rd 2014

Semana Magazine

The High Commissioner for Peace, Sergio Jaramillo, and the Minister of the Interior, Aurelio Iragorri, launched the Network of Mayors and Governors for Peace.

High Commissioner for Peace Sergio Jaramillo, Minister of the Interior Aurelio Iragorri Valencia, and GOC dialogue team member Maria Paulina Riveros, officially launched the project that the two institutions have created to strengthen the channels of communication between the national government and local and regional mandatories around the peace process in Havana.

“Today, we are formalizing the launch of the Network of Mayors and Governors for Peace, and we thought it very important that it be done in the department of Cauca, which has suffered so much because of the internal conflict” said the Commissioner.

The event was attended by the Governor of Cauca, Temístocles Ortega, and more than 50 mayors of the departments of Cauca and Valle del Cauca, who voiced their concerns about the dialogues being held by the government in Cuba.

“The purpose of this effort is to inform local authorities on how the process is going, how it is developing, and to listen to their concerns and input. The mayors are people who really have to confront the problems of the conflict in each of their regions” said Minister Aurelio Iragorri.

Jaramillo reminded the attendees of the importance of making use of participation mechanisms because peacebuilding is a process that begins in the communities. “What is really important is what comes after the signing of an agreement. We have to prepare for peace and understand what we have to do amongst ourselves, because the basis for peacebuilding is the participation of citizens and communities in the regions” concluded the Commissioner.

The Network of Mayors and Governors for Peace is supported by the United States Agency for International development (USAID) and the International Organization for Migrations (IOM).



CASE STUDY

From old enemies to successful business partners

In Valle del Cauca, eleven men who were previously separated in warring groups, struggle shoulder-to-shoulder to make their business successful and send its roof-making fixtures all over the country.



In Ganchos & Amarras (Hooks & Ties), eleven ex-combatants work for a common objective.

“The country deserves something other than war”, he affirms. “I know that projects like ours are going to make it easier to achieve peace.”

- [REDACTED] - Ex-combatant and project beneficiary.

Telling Our Story
U.S. Agency for International Development
Washington, DC 20523-1000
<http://stories.usaid.gov>

The heat of the Cali afternoons obliges people to seek refuge in the shade of the few trees that inhabit the industrial zone. Surrounded by the sound of the metallic presses and cutters, eleven men who were previously separated by apparently irreconcilable warring groups struggle shoulder to shoulder to make their business successful and send its roof-making fixtures all over the country.

This is *Ganchos & Amarras del Valle (Valle Hooks & Ties)*, an economically and environmentally sustainable company in which former guerrilla and paramilitary members are now technicians, associates, and owners. The project was started in 2009 and today it is a successful example of reintegration processes.

In the facilities, a noisy metallic sound fills the space. The eleven men move around the machines, steel, and packing cases. Five of them used to belong to the Revolutionary Armed Forces of Colombia (FARC), one to the National Liberation Army (ELN), and five to the United Self-Defense Forces of Colombia (AUC). Today, thanks to the support of the Colombia Reintegration Agency (ACR), USAID, Fundación Carvajal, International Organization for Migrations (IOM), and private businesses such as Eternit, they are very busy consolidating their own business.

On a platform, [REDACTED] (President of the Board of Directors) observes the operation. He is an old member of the AUC who, tired of war and then of trying to find his way alone in the city after demobilizing, got a helping hand from the organizations involved.

"I was chosen in a lottery" he says, "and they trained us in metalwork and business models. Today, the business is a success and it offers the advantages of a dignified and formal job to its employees" he comments.

Ballesta, who talks with a marked Colombian pacific accent, says that when he was in the war he never imaged that he would work with his old enemies to make a business successful.

"In those times we only thought about war and how to take down the enemy. The business has changed my life. It has given me economic stability and more peace for me and my family" he says.

What happens in this prosperous business is an example of reconciliation. As a business agent for the entity [REDACTED], demobilized from the FARC, goes up and down the watershed of the Cauca River to open markets for the products that *Ganchos & Amarras del Valle* makes. Today, Jimmy Andrés is proud of his business. *"The country deserves something other than war" he affirms. "I know that projects like ours are going to make it easier to achieve peace."*

The director of the ACR, Alejandro Eder, has highlighted this business initiative. For him, the experience of *Ganchos & Amarras del Valle* is a model to follow, because studies of the organization show that Valle del Cauca is one of the regions most affected by discrimination against demobilized people in the labor market. The same studies show that of the 56,344 demobilized people registered in the last decade, 80% have been successful. Currently, two or three people demobilize each day in Valle del Cauca, which implies that economic reintegration will be a challenge for the country and that business like this one could be part of the solution.

Upon asking him about his life before becoming a businessman, [REDACTED] pauses then responds *"War is death. Before, I lived by the weapon. Reconciliation brings tranquility to our families and to society. This group of eleven men have bet on peace and been reborn. Reconciliation is to forgive ourselves and to allow ourselves this new opportunity that life has given us."*

