

# REINTEGRATION AND PREVENTION OF RECRUITMENT

FINAL REPORT  
2016 - 2020



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# RPR PROGRAM

## FINAL REPORT

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**SUBMITTED TO:**

Camila Gómez  
USAID/COLOMBIA  
Carrera 45 No 24 – 27 Post 2  
Bogotá, DC – Colombia  
Email: [cgomez@usaid.gov](mailto:cgomez@usaid.gov)

**SUBMITTED BY:**

Juan Manuel Luna  
Chief of Party, RPR Program  
IOM/COLOMBIA  
Carrera 14 No- 93 B – 46  
Bogotá, DC – Colombia  
Phone: 639 77 77

Implemented by:  
International Organization for Migration  
P.O. Box 253200  
Bogotá, Colombia

**Cover Photo:** *Photo of program beneficiaries at the RPR Program's closing event.*

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# ACRONYMS AND ABBREVIATIONS

ACR	Colombian Agency for Reintegration (became ARN – acronyms are used interchangeably in the report)	ICRC	International Committee of the Red Cross
AGO	Attorney General's Office	ILO	International Labor Organization
APC	High Councilor for Post-Conflict	INPEC	National Penitentiary and Prison Institute
ARN	Colombian Agency for Reincorporation and Normalization (former ACR - acronyms are used interchangeably in the report)	IOM	International Organization for Migration
AUC	United Self-Defense Forces of Colombia	JEP	Special Jurisdiction for Peace
CAE	Specialized Attention Centers	JJR	Youth Restorative Justice program
CDC	Center for Disease Control	LGBTIQ+	Lesbian, Gay, Bisexual, Transsexual, Intersex, Queer
CH&A	Children and Adolescents	LOP	Life of Project
CHA&Y	Children, Adolescents, and Youth	LTA	Transitional Accommodation Sites
CHS	Child Soldiers (former USAID/Colombia program implemented by IOM)	M&E	Monitoring and Evaluation
CNMH	National Center for Historical Memory	MEN	Ministry of Education
CODA	Operational Committee for the Laying down of Weapons	MEFR	Education and Training for Reintegration Model (also called "Flexible Education model")
CORE	Community-Oriented Reintegration of Ex-Combatants (former USAID/Colombia program implemented by IOM)	MILA	Women, Innovation, Leadership and Autonomy methodology
CRM	Community Reintegration Model	MJD	Ministry of Justice and Law
CSIVI	Commission for the Follow-up, Promotion and Verification of the Final Agreement	MSPS	Ministry of Health and Social Protection
DDR	Disarmament, Demobilization and Reintegration	MVRO	Mapping of Vulnerability, Risks, and Opportunities
DIJIN	National Police's Directorate of Criminal Investigation and Interpol	NPRP	National Psychosocial Rehabilitation Plan for Coexistence and Non-Repetition
DMM	Displacement Monitoring Matrix	OACP	Office of the High Commissioner for Peace
ELN	National Liberation Army	ONIC	National Indigenous Organization of Colombia
EMPI	Integral Mobile Protection Team	PAPSIVI	Program of Psychosocial Care and Comprehensive Health for Victims
ENC	Colombian National Army	PHRC	Presidential Human Rights Cou
EPL	Popular Liberation Army	PPR	Person or People in Process of Reintegration
ETCR	Territorial Space for Training and Reincorporation (initially ZVTN)	RPR	IOM Recruitment Prevention and Reintegration Program
EVCNNA	Violence against Children and Adolescents Survey (former EBSANNA - acronyms are used interchangeably in the report)	SENA	National Learning Service
FARC	Common Alternative Revolutionary Force (political party)	SIJIT	Transitional Justice Inter-Institutional Information System
FARC-EP	Revolutionary Armed Forces of Colombia – People's Army	SIVIGE	Integrated Gender-Based Violence Information System
GAI	Illegal Armed Group	SRPA	Adolescent Penal Responsibility System
GDO	Organized Criminal Group	SIJVRNR	Comprehensive System for Justice, Truth, Reparation and No-Repetition
GBV	Gender-based violence	TPC	Territorial Peace Council
GoC	Government of Colombia	UARIV	Special Administrative Unit for Integrated Victims' Attention and Reparation
ICBF	Colombian Institute for Family Welfare	UNICEF	United Nations Children's Fund
ICMEC	International Center for Missing and Exploited Children	UNVMC	United Nations Verification Mission in Colombia
		USAID	United States Agency for International Development
		ZVTN	Transitional Normalization Points and Zones



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# EXECUTIVE SUMMARY

Over its four year-long implementation period, the United States Agency for International Development Reintegration and Prevention of Recruitment (USAID RPR) Program significantly contributed to institutional strengthening, interinstitutional coordination, and community-based processes of prevention of recruitment, reintegration and transitional justice in Colombia.

At program completion in early 2020, the program partner institutions are better positioned to design and implement relevant and sustainable public policies that: prevent the recruitment, use, and sexual violence against Children and Adolescents (CH&A) by Organized Armed Groups (GAO); provide specialized attention to disengaged CH&A; support the comprehensive and sustainable reintegration of former combatants; and implement transitional justice mechanisms.

These foundational capacities that were strengthened with the support of the RPR program will be maintained over time, as partners have included methodologies and strategies within their institutional processes, and as they coordinate with one another through established information-sharing systems and within dedicated forums.

By promoting an institutional architecture consistent with the Government's commitments and obligations, developing and supporting the ownership of methodologies and instruments that facilitate the implementation of actions, jointly designing institutional routes with differential approaches, and promoting interinstitutional coordination and articulation, the USAID RPR program has responded to the Government of Colombia's (GoC) most pressing needs to successfully reintegrate former combatants and to protect, in a more effective way, the rights of CH&A

most vulnerable to recruitment, use and sexual violence across the country.

The Reintegration and Prevention of Recruitment Program, funded by the United States Agency for International Development (USAID) came into being at one of the most critical moments in Colombia's recent history; the program was developed and negotiated in parallel to the Havana Peace talks between the Government of Colombia and the Revolutionary Armed Forces of Colombia-People's Army (FARC-EP), which intended to put an end to the world's longest continuous conflict.

Acknowledging the necessity to guarantee the successful reintegration of former combatants in order to prevent recidivism, a return to armed conflict, and to advance reconciliation, the International Organization of Migration (IOM) proposed to assist the GoC in fostering sustainable and inclusive reintegration for former combatants and disengaged children, and in preventing further recruitment. A failed transition to civilian life for a former combatant may mean a return to violence, which exacerbates negative perceptions in communities, and fuels rejection and stigma, which in turn makes recidivism more likely. Conversely, recruitment prevention and reintegration within communities contribute to stability – *de facto* offering Colombia a window of opportunity to build peace – and lays the groundwork for local reconciliation and peace.

The IOM's approach recognized the GoC's leadership and targeted assistance to address GoC institutional capacity constraints and priorities, with special emphasis on flexible support for agile responses, application of lessons learned, practices, and models from previous DDR processes, technology and

innovation, inter-institutional coordination, and engagement of the private sector.

In this sense, the program focused on four key objectives:

1. **Roll-out phase:** Assist GoC partners in the management of former combatants' reintegration, promoting early reintegration activities, differential approaches for women, ethnic groups, and persons with disabilities, as well as verifying and overseeing efforts at the national and community levels and promoting exchanges of information between institutions;
2. **Prevention of recruitment and recidivism:** By identifying risk factors for recidivism and recruitment, recommend mitigation strategies, with a specific focus on disengaged children transiting from the Colombian Institute for Family Welfare (ICBF) programs, as well as increase the effectiveness and monitor the GoC's efforts to prevent recruitment with the support of the private sector;
3. **Reintegration:** Support the GoC in the implementation of the Legal Framework for Peace, including legal processing, contribution to truth, reparations and reconciliation, with a differential focus on women, ethnic groups and youths, and increase GoC capacity to provide inclusive and differential reintegration services to demobilized ex-combatants;
4. **Inter-institutional coordination and communication:** Promote inter-institutional coordination by strengthening existing mechanisms and creating new fora, in particular in the area of justice, and establish strong communication channels between former combatants, civil servants, society at large and beneficiary communities.

The program's geographical scope initially extended to eight departments: Antioquia, Meta, Caquetá, Cauca, Huila, Tolima, Valle del Cauca and Cundinamarca. Such a prioritization was based on an analysis of different databases about ex-combatants' place of residence, rankings of municipalities with highest risk of recruitment and highest conflict impact. It was subsequently reviewed and adapted according to the requirements and priorities of the program, and the prevailing security dynamics. As a result, during implementation, IOM extended its geographical scope to five new departments: Arauca, Chocó, Nariño, Norte de Santander and Putumayo. Finally, in the fourth year, RPR's activities expanded to Atlántico and la Guajira.

The program started its activities in October 2015, over a year before the signature of the Final Peace Agreement. Initially planned for a three-year period, the program requested a one year no-cost extension during FY2019, and an additional four-month extension through January 31, 2020. In late 2019 and early 2020, several external factors ranging from national strikes to the COVID-19 pandemic, severely disturbed the program's planned activities during the last months of implementation and the closeout period. This led to the request of an extension of the closeout period, initially planned through 30 April 2020, for an additional 3 months. The program initially proposed to run with an estimated budget of 27,600,000 USD, which included a cost share of 3,600,000 USD that IOM would source from GoC partners and other donors. At program closure, USAID had authorized a total of 34,256,910 USD, and IOM had contributed 4,625,691 USD for the implementation of the RPR program. It had raised a total of 21,4 million USD from GoC, private sector and partner contributions, and USD 33,733,597.36

had been executed<sup>1</sup>. The total program cost came to 38,882,601 USD.

Although the signature of the Peace Accord with the FARC-EP represented an immense opportunity for peace in the country, violence continued across Colombia. In the past years, FARC dissidences and other armed groups (ELN, EPL) seeking to fill the power vacuum and to control illegal economies gained in power, while new criminal and illegal armed groups emerged. The threats of recruitment, re-recruitment, utilization, use<sup>2</sup> and sexual violence remain high, in particular for CH&A, ethnic communities, demobilized persons and Venezuelan migrants. In this context, the RPR program's work toward the prevention of recruitment, re-recruitment and recidivism, and in support of reintegration and community stabilization in the areas most affected by the armed conflict or in the territories disputed by illegal groups remains more important than ever.

This final report presents the context in which the program was developed and implemented, its principal lines of activities, key progresses achieved, and lessons learned during the implementation of the entire RPR program (October 2015 - January 2020). Key objectives and achievements are presented by result area and a separate section is dedicated to cross-cutting issues (gender, life cycle, indigenous and ethnic groups, persons with disabilities, private sector participation and migration). Section *III. Program Management and Learning* describes the main findings of monitoring and evaluation processes and lessons learned. Annexes contain the program results framework, the full table of indicators, the financial report up to June 2020, infographics presenting the main achievements reached by each program unit, among others.

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<sup>1</sup> Executed as of August 26. Final Financial Information will be available upon the issuance of the Final Financial Report, to be delivered by October 2020

<sup>2</sup> Although International Law and international policy and legal mechanisms (ILO Convention C182, Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict, Paris Principles, Security Council Resolution 1612) refer to "recruitment and use" of children to cover the variety of ways in which children can be involved in armed conflicts, Colombian national legislation distinguishes

between "utilization", understood commonly as either the recruitment and/or use of children by armed groups, and "use", which refers to the instrumentalization or the forced participation of children in the commission of illegal activities for the benefit of GAIs/GDOs. These activities usually refer to common crimes and include drug-trafficking, micro-trafficking, robberies and else. For the purpose of this report and in the sake of clarity, the Colombian terminology of "recruitment, utilization and use" has been used throughout this report, to highlight the different types of involvement of children with armed groups/criminal groups, and thus to differentiate between associated prevention policies and strategies.



## SUMMARY OF KEY PROGRAM RESULTS

Result Area colors correspond to Key Achievements by Result Area of program activities in the accompanying Map

	Progress in indicators	Main achievements
<b>Result Area 1: Roll-out</b>  <i>RPR will provide strategic technical assistance to support the early reintegration efforts of the GOC during the demobilization roll-out phase – including support to national and/or international verification initiative.</i>	<b>35,787</b> girls and women benefitted from RPR actions promoting the gender approach  <b>USD 21,4 million</b> in leveraged funds  <b>34</b> GOC entities with prevention and reintegration tools	<ul style="list-style-type: none"> <li>• Creation of a <b>contingency plan</b> for the MSPS to provide psychosocial assistance and comprehensive health to demobilized persons in the initial phase of the DDR process.</li> <li>• Support to GoC in the development of the <b>Schools for Peace strategy</b>, aimed to transform schools into protective environments for children in regions affected by the conflict.</li> <li>• Countrywide <b>mapping of citizen oversight bodies</b> to be strengthened as part of the GOC rapid response strategy (RRS) and early implementation of the peace accords.</li> <li>• Technical <b>support to the OACP</b> for the local implementation of the peace accords through community outreach on themes related to peace and reintegration.</li> <li>• Support GoC in providing <b>attention and health services to 134 children and youth</b> exiting FARC camps through exit protocols, technical support to field teams, and equipment of three LTAs.</li> <li>• <b>Increase CIPRUNNA's capacity</b> to reincorporate disengaged minors from the FARC. Three policy documents were developed, covering: the special program for exiting minors; the prevention of GBV against minors; and differential approaches for disengaged children.</li> <li>• A cross-cutting approach to <b>gender, ethnicity, life cycle, and persons with disabilities</b> was a transversal priority for RPR's projects.</li> </ul>
<b>Result Area 2: Prevention</b>  <i>RPR will support the GOC implementation of strategies for prevention of recruitment of children and re-recruitment of adults and children in conflict affected areas, including linking services of the ICBF and ARN to private sector initiatives in rural and urban areas</i>	<b>787</b> disengaged CHA&Y received reintegration services  <b>42,367</b> CHA&Y benefitted from prevention strategies by RPR  <b>51</b> first-time private companies sponsored prevention activities  <b>1,873</b> public officials with knowledge of prevention of recruitment between FY 2019 and FY2020.  <b>6</b> truth telling, historical memory, restorative justice, or reparations initiatives	<ul style="list-style-type: none"> <li>• In partnership with the Technical Secretariat of the CIPRUNNA, the <b>Policy on the Prevention of Recruitment, Use, Utilization and Sexual Violence against Children</b> was transferred and socialized through forums, conferences, and tools at local level.</li> <li>• RPR supported the <b>Observatory of the Presidential Human Rights Council</b> in the monitoring and analysis of evolving risks of recruitment, use and utilization.</li> <li>• The <b>EVCNNA survey</b> measured the prevalence of physical, sexual, and psychological violence against CH&amp;A, based on 5,218 surveys.</li> <li>• CH&amp;A contributed to building the truth about the armed conflict through <b>"Truth Journeys"</b>, a strategy for prevention and non-repetition.</li> <li>• <b>Formal education</b> was delivered to disengaged and at-risk CH&amp;A through the SENA and Workshop Schools.</li> <li>• Interinstitutional collaboration for the design of a <b>Rapid Response Protocol for the Search and Localization of missing CH&amp;A</b> which intends to recover missing children within 24 hours.</li> <li>• 21,617 children and adolescents participated in <b>local prevention strategies</b> and <b>protective environments</b> across 12 departments.</li> <li>• 29 national departmental and municipal institutions received assistance in <b>the design, implementation, and evaluation of public policies</b> on prevention of recruitment, use, utilization and sexual violence in the context of the armed conflict.</li> <li>• <b>ICBF Mobile Units</b> were strengthened and offered interdisciplinary and differential attention to 44,052 children and youth.</li> </ul>

		<ul style="list-style-type: none"> <li>• Creation of a web-based <b>differential approach toolbox</b> for institutions and social organizations working on prevention and reintegration.</li> </ul>
<p><b>Result Area 3: Reintegration</b></p> <p><i>RPR, in alliance with the public and private sector, will support GOC efforts to advance legal processing and service delivery to ex-combatants and disengaged children in rural and urban conflict areas in a participatory, tailored, and community-focused manner</i></p>	<p><b>93%</b> of people in reintegration processes and CHA&amp;Y directly benefitted from the GOC's social and economic services</p> <p><b>77%</b> of people in the reintegration process and at-risk youth gain employment or begin an entrepreneurial activity</p>	<ul style="list-style-type: none"> <li>• <b>2,832 persons</b>, including indigenous women and disengaged youth, <b>benefitted from MEFR trainings</b>.</li> <li>• <b>200 Peace Advisors</b> from Territorial Peace Councils were trained in over 20 departments.</li> <li>• <b>94 community initiatives</b> were supported, benefitting over 250 PPRs and 4,500 participants.</li> <li>• Creation of a <b>Communication Strategy for Development</b> to support the communication needs of community initiatives.</li> <li>• With UARIV, 130 young people received support in their transition from the ICBF to the ARN through <b>Life Initiatives</b>.</li> <li>• 124 disengaged children and youth received support in their reintegration process through the <b>Differential Life Path program</b>.</li> <li>• 525 persons were trained in <b>21 productive environments</b> and became certified technicians.</li> <li>• 620 persons received certified <b>tailored trainings</b> in IT, construction, waste management, coffee production and else.</li> <li>• 1,000 persons in conditions of vulnerability participated in the <b>Peace Managers strategy</b> in Cali.</li> <li>• The following instruments were created: <b>systematization</b> of the productive environment model; instrument in the Reintegration Information System for the <b>productive profiling</b> of ex-combatants; <b>employability route</b> to facilitate the search for employment.</li> <li>• Support to UARIV and MSPS for strengthening <b>psychosocial rehabilitation programs</b> for victims, including PAPSIVI and NPRP.</li> </ul>
<p><b>Result Area 4: Coordination and Communication</b></p> <p><i>RPR will support GOC knowledge management, information systems and communication to support the clarification of judicial status of ex-combatants, with emphasis on reintegration</i></p>	<p><b>443</b> forums, conferences, communication strategies, or tools for knowledge management supported by RPR this quarter</p>	<ul style="list-style-type: none"> <li>• <b>18 GoC entities participated in the SIJT</b>, which permits to exchange information on 8,716,314 registered victims and 64,705 demobilized persons since 1990 for the implementation of transitional justice mechanisms.</li> <li>• Creation of a <b>methodological guide</b> for the implementation of the JJR Program, with guidelines for implementation in school environments, as well as SRPA investigation and prosecution.</li> <li>• Support for <b>73 restorative processes</b> for the resolution of conflicts with the participation of victims, youth offenders, families and communities.</li> <li>• 100 youth in the SRPA participated in the <b>R League empowerment initiative</b>.</li> <li>• <b>Cycle of academic conferences</b> on GBV and sexual violence in the context of armed conflict.</li> </ul>

# I. PROGRAM DESCRIPTION

## context and challenges

On 4 September 2012, former President Juan Manuel Santos publicly announced the beginning of formal peace talks in Havana, Cuba, with the country's oldest and largest guerrilla group, the FARC-EP. His statement confirmed rumors that had started circulating, following a two-year long process of top-secret exploratory talks between the GoC and the FARC leadership. These talks represented a unique opportunity to put an end to the world's longest conflict, which has left over 8,392,000 registered victims, affected by victimizing acts ranging from displacement and forced recruitment of CH&A, to forced disappearances, antipersonnel landmines and sexual violence.

Despite recurrent crises and setbacks, the Havana process, which lasted for a total of almost four years, proved surprisingly resilient, making slow but consistent progress on each of the six points on the agenda:

1. integral rural development, in a country where land, land rights and ownership of land are the quintessence of politics and power;
2. a framework for political participation and democratic opening;
3. decommissioning and ceasefire (including a definite ceasefire, cessation of hostilities, and surrender of weapons);
4. a solution to the problem of illicit drugs;
5. an agreement for the victims of the armed conflict and a framework for transitional peace, truth, justice and reparations; and,
6. a framework for the ratification, implementation and verification of the Accord.

These six components intended to address the root causes of a conflict which was ravaging the country

for over 50 years, disproportionately affecting the most vulnerable communities and territories. Through a series of initiatives, reforms and social programs, the Accord sealed on 26 September 2016 aimed to provide for effective and sustainable social, economic and political reincorporation of the FARC.

Although Colombia had built extensive experience in demobilization and reintegration processes following the demobilizations of some 5,000 guerrillas in the 1990s, 32,000 paramilitaries between 2003 and 2006, and finally, another 20,000 guerilla deserters in the last decade, the demobilization of the estimated 7,200 FARC combatants represented an enormous opportunity and at the same time a huge challenge for the GoC. The reintegration of FARC combatants and the prevention of their re-recruitment by other illegal armed groups (GAI) or Organized Criminal Groups (GDO), represented critical components of this unique opportunity to resolve the world's longest continuous conflict.

Acknowledging the necessity to guarantee the successful reintegration of former combatants in order to prevent a return to violence, and to advance reconciliation, the IOM proposed to assist the GoC in the preparation and launch of a large-scale reintegration process. The RPR program was conceived, formulated, planned and negotiated at the same time as the talks between the GoC and the FARC were entering their third and most decisive year.

Indeed, the peace process faced one of its biggest challenges when on April 15, 2015 following a Presidential order to de-escalate the conflict and to stop bombing FARC camps, 11 soldiers of the Colombian National Army (EN C) were killed in a



FARC ambush in the department of Cauca, thereby severely affecting the parties' fragile trust and the peace process as whole. The uncertainty about the outcome of the Havana negotiations, and the secrecy surrounding the specifics of what was being agreed, represented enormous challenges in the phases of program formulation and planning. In particular, institutional silence around extremely sensitive and pressing (in terms of implementation) issues that had not yet been addressed required continuous conflict analysis, strategic review, program positioning and flexible response mechanisms in order to adjust planned activities in a timely and agile manner. In this uncertain and evolving context, RPR had to adapt and review some of its projected activities. For example, three projects developed by the program with the ICBF had to be cancelled due to changes in ICBF institutional priorities.

Thorny issues such as Disarmament, Demobilization, and Reintegration (DDR) and transitional justice, were only discussed after the launch of the program, in the second semester of 2015 and the first semester of 2016. Yet, IOM could build on its past experiences, contacts, and institutional capabilities acquired through the implementation of USAID's Child Soldiers (CHS) and Community-Oriented Reintegration of Ex-Combatants (CORE) programs, to design a proposal that addressed the gaps and shortcomings identified in previous reintegration processes. In this context, the program engaged with the GoC in preparing for and conducting a large-scale reintegration process, and on the creation of a reintegration services offer that covered the multiple resettlement routes (family reunifications, collective reintegration options, individual resettlement) across the entire DDR cycle and that responded to the differential needs of mid-level commanders, rank and files, women, ethnic communities, and else.

Whereas the final peace agreement between the GoC and the FARC was initially expected to be signed by March 23, 2016, differences between the parties

about concentration areas, verification and guarantees for safety led to the postponement of the deadline. In the meantime, the gradual deployment of the United Nations Verification Mission (UNVMC) led by UN Envoy Jean Arnault of France, began on February 24, 2016.

The agreements on the release of children and on a roadmap for a bilateral ceasefire, the processes for laying down arms, and security guarantees for former FARC combatants were only reached on May 15 and June 23, 2016, respectively. An agreement on these two issues was at the same time highly sensitive and long-awaited by the RPR program, as it had key implications for its development and implementation. The process of disarmament and demobilization was scheduled to start once a final agreement would be signed.

It planned for the regrouping of the FARC in 23 "transitional zones" and eight smaller "camps" across the country, the progressive handover of their weapons and preparations for their reintegration into civilian life over a period of six months. A tripartite Monitoring and Verification Mechanism, composed of representatives from the GoC, the FARC and UN unarmed observers, was to oversee the process over five months. The arms, which were to be stored and constantly monitored by the UN, and used to build three national monuments. As regards the release of children under the age of 15, IOM participated in the Technical Committee led by the National Ombudsman's Office and the Presidential Human Rights Council (PHRC) tasked to design a protocol for children who disengaged from the FARC, as well as a transitional assistance plan and a comprehensive assistance program to protect and guarantee their rights. More specifically, RPR drafted analytical reports on the Committee's priority issues, provided logistical support and mobilized technical teams for the working sessions. The protocol included attention to reestablishment of rights, comprehensive reparations and effective reintegration for disengaged CH&A in their families

and communities, health care and education for all minors.

Following several delays, the final Peace Agreement was signed between the FARC and the GoC on September 26, 2016 at a formal ceremony in Cartagena, after four years of official negotiations. A 300-page long document, it covered all six topics on the negotiation agenda and intended to address the root causes of conflict in order to build a strong path toward long-lasting and sustainable peace in the country. Submitted to popular scrutiny through a plebiscite on October 2<sup>nd</sup>, the Peace Accord was rejected by a mere 50,2% of the votes, the NO vote having been largely supported by the *Centro Democrático* party. As a result, the regrouping of the FARC and the laying down of arms process, which had started shortly after the signature of the accord, stalled, and the Peace Process as a whole entered in limbo. Yet progress was made in the release of children from FARC camps, who were received by teams composed of the International Committee of the Red Cross (ICRC), the Presidential Human Rights Council, the United Nations Children's Fund (UNICEF) and IOM in temporary reception centers on September 10<sup>th</sup>.

Despite this severe blow to the Peace Process, the Final Peace Agreement was finally signed 40 days later, on November 24, 2016, in Bogotá, following some small adjustments to the text. The provisions of the Accord set forth significant institutional adjustments and reforms, for example with the creation of a Comprehensive System for Justice, Truth, Reparation and No-Repetition (SIJVRNR), or with the necessity to provide assistance to Persons in the Process of Reincorporation (PPRs), as well as minors released from the FARC. Several GoC entities immediately began operations, among which are the following: the UN-FARC-GoC tripartite Monitoring and Verification Mechanism (MM&V), the National Council for Reincorporation (CNR), and the Commission for Monitoring, Promotion, and Verification of the Peace Accord Implementation

(CSIVI). From then on, the RPR program finally disposed of a clear and comprehensive framework to pursue and increase the impact of its activities according to its priority areas. Among others, it started providing technical and financial assistance to: the ARN for the implementation of early reintegration strategies; the CIPRUNNA in the territorializing of its recruitment prevention policy for CH&A; the Ministry of Justice and Law (MJD) in the implementation of the Integral Transitional Justice System.

At the end of January, the FARC-EP began their final march as a guerrilla organization towards the Transitional Normalization Points and Zones (ZVTNs), despite delays that hindered both GOC-FARC-EP relations and operational gains. Shortly after, on March 1st, the United Nations began registering FARC-EP weapons in all 26 of the transitional zones. The FARC-EP leadership handed over to the GOC its formal list of members and the tripartite Monitoring & Verification Mechanism developed a complete inventory of guerrilla individual arms. By June 2017, the U.N. had certified the complete disarmament of the guerrilla group. In total, 7,132 arms, representing 100% of the registered FARC individual weapons came under UN control. On August 31<sup>st</sup>, 2017, the FARC announced their transformation into a political party and its former chief negotiator, Rodrigo Londoño, became its first president.

While several delays and challenges were faced in the implementation of the Peace Accord, whether related to the future of the transitional zones, or in terms of legislative advancements, it is the electoral campaign and the legislative and presidential elections of 2018 that put a severe strain on the reintegration process. Indeed, the elections brought into power a government which represented the "No" vote during the 2016 plebiscite on the Peace Accord. The incoming government openly criticized the Peace Accord and campaigned on the promise to revise several points of what was agreed in La

Havana, in particular with respect to transitional justice.

In this sense, the institutional structure that had been shaped following the peace process, and the strategic priorities of several institutions were severely affected, as was the case with several projects and initiatives planned or in process of implementation by the RPR program. As a result, the change in government created delays while new officials took office, but also had security implications for project participation, with young people in the process of reintegration expressing their security concerns regarding their situation as former FARC members. Similarly, the change of government in the United States following the Presidential election of November 2016, had a direct impact on cooperation with a country like Colombia, which was undergoing a process of DDR with a group that remains considered, until today, a terrorist organization. In this framework, it is important to remind that all work undertaken by RPR with demobilized persons and persons in the process of reintegration, did not include FARC ex-combatants who demobilized collectively following the signature of the Peace Accord. All support provided to demobilized individuals as part of the Reintegration and Prevention of Recruitment Program has been centered on voluntarily demobilized individuals, who followed an individual reintegration route with the ARN.

Despite the wind of hope that blew upon the country following signature of the Peace Accord, violence has continued across Colombia. Whereas the RPR program had initially contemplated getting involved in a possible ELN demobilization which was being negotiated during the formulation of the Program, the discussions with the GoC ultimately reached breaking point after the group's terrorist attack of 17 January 2019 on the Police Academy in Bogotá, which left 22 people dead and 67 wounded. The actions and threats posed by FARC dissidences and other armed groups (ELN, EPL) have increased, while

the emergence of new criminal and illegal groups generates threats in terms of recruitment, utilization and sexual violence against CH&A, especially in highly vulnerable and at-risk areas. On the other hand, the assassinations of Human Rights defenders and community leaders have continued uninterrupted with figures on the increase since 2016, reaching a peak of 282 assassinations in 2018 according to the Colombian NGO, Indepaz. Indigenous women are particularly at risk, while reports warn about the increasing risks of recruitment of children and adolescents of ethnic communities.

Ex-combatants from the FARC are also in the eye of the storm: since the signature of the Peace Accord to April 2020, close to 200 demobilized ex-combatants have been assassinated, with 2019 being the most violent year. These figures only highlight the challenges faced by persons in the process of reintegration. The lack of physical and legal guarantees for ex-combatants was actually at the center of the argument used by the group of demobilized ex-FARC who announced their return to war in August 2019. Led by the FARC former chief negotiator in Havana, Luciano Marín Arango (better known as "Iván Márquez"), the group of rearming demobilized FARC accused the government of breaching and betraying the Peace agreement.

In this context, not only did the deterioration of the security situation affect the implementation of RPR's planned activities in some parts of the country, obliging the program to adjust work plans and timelines, it did also require the revision and the formulation of responses to emerging challenges, such as the need to protect and promote the rights of migrant children from Venezuela. In this sense, the extensions sought to address the changes in the country's context since the signature of the Final Accord in November 2016. As other armed groups entered a process of reconfiguration across the country, some seeking to fill the power vacuum left by the demobilization of the FARC-EP, the RPR



program's work toward the prevention of recruitment, re-recruitment and recidivism, and in support of reintegration and community stabilization in the areas most affected by the armed conflict or in

the territories disputed by other illegal groups became more important than ever.

## PROGRAM RESULTS FRAMEWORK

### STRATEGIC OBJECTIVE:

Support the GOC to foster sustainable and inclusive reintegration for ex-combatants and disengaged children and prevent further recruitment

#### RESULT AREA 1: ROLL-OUT

Provide strategic technical assistance to support the early reintegration efforts of the GOC during the demobilization roll-out phase – including support to national and/or international verification initiatives

#### RESULT AREA 2: PREVENTION

Support the GOC implementation of strategies for prevention of recruitment of children and re-recruitment of adults and children in conflict affected areas, including linking services of the ICBF and ARN to private sector initiatives in rural and urban areas

#### RESULT AREA 3: REINTEGRATION

In alliance with the public and private sector, support GOC efforts to advance legal processing and service delivery to ex-combatants and disengaged children in rural and urban conflict areas in a participatory, tailored and community-focused manner

#### RESULT AREA 4: COORDINATION AND COMMUNICATION

Support GOC knowledge management, information systems and communication efforts to support the clarification of judicial status of ex-combatants, with special emphasis on reintegration processes

##### Result 1.1

GOC's capacity to rapidly roll out early reintegration activities increased

##### Result 2.1

Recruitment of children and re-recruitment of demobilized ex-combatants decreased

##### Result 3.1

The Legal Framework for Peace implemented

##### Result 4.1

Inter-institutional coordination to facilitate implementation of reintegration processes with emphasis on legal status and economic and social reintegration is increased

##### Result 1.2

GOC and international verification and oversight of DDR process supported

##### Result 2.2

GOC's ability to track risk factors of recruitment at national and local levels is increased

##### Result 3.2

GOC's ability to provide inclusive reintegration services to demobilized ex-combatants according to their age, ethnicity and gender (including LGBTQ+) increased

##### Result 4.2

The GOC's Transitional Justice Inter-Institutional Database expanded, improved and available to relevant entities

##### Result 1.3

GOC's ability to process all information of demobilized ex-combatants accurately and in a timely manner increased

##### Result 3.3

Capacity of the GOC's entity responsible for providing reintegration services in rural and urban communities to demobilized ex-combatants increased

##### Result 4.3

Communication strategy and information to increase public knowledge regarding reintegration effectively disseminated

## II. ACTIVITIES & ACHIEVEMENTS BY RESULT AREA

### STRATEGIC OBJECTIVE:

SUPPORT THE GOVERNMENT OF COLOMBIA TO FOSTER SUSTAINABLE AND INCLUSIVE REINTEGRATION FOR EX-COMBATANTS AND DISENGAGED CHILDREN AND TO PREVENT FURTHER RECRUITMENT

Through the Prevention of Recruitment and Reintegration program, IOM aimed to support the GoC to prepare for a large-scale reintegration process, make available reintegration services throughout the DDR cycle with a view to minimizing recidivism, and prevent new recruitment of children and youths. IOM's approach recognized the GoC's leadership and targeted its assistance to address GoC capacity constraints and priorities, with special emphasis on flexible support for agile GoC responses, application of lessons learned and practices from previous DDR processes, inclusion of technology and innovation, inter-institutional coordination and engagement of the private sector.



Participants in the initiative in Valle del Cauca participating in technical training courses on horticulture and fruit cultivation

This section presents the principal activities and achievements of the RPR program by result area. Whereas over 224 hundred projects have been implemented over the course of the program, a selection of the most important and emblematic projects and strategies was made. This approach permits to offer a general overview of the program's activities in each of the result areas, while at the same time, provide a more detailed focus on the program's key strategies and methodologies which all include institutional strengthening and differential approach components. Many of the projects contribute to several result areas. Although for the purpose of this overview the projects had to be listed under one single result, it is evident that the boundaries between each result area were highly permeable and implied constant cooperation and coordination between the different program units managing the projects. For example, projects promoting community-based reintegration also built protective environments, thus contributing to the "Prevention" result area. Similarly, projects under Result 3.1 supporting the implementation of the Legal Framework for Peace, also contained activities



that responded to expanding and improving the Transitional Justice Inter-Institutional Information System (SIIJT - listed under Result 4.2). Each project description is preceded by a general introduction of the work implemented under each specific result area, thereby building a comprehensive overview of the program's main activities and achievement

## RESULT 1: ROLL-OUT AND EARLY REINTEGRATION

PROVIDE STRATEGIC TECHNICAL ASSISTANCE TO SUPPORT THE EARLY REINTEGRATION EFFORTS OF THE GOC DURING THE DEMOBILIZATION ROLL-OUT PHASE – INCLUDING SUPPORT TO NATIONAL AND/OR INTERNATIONAL VERIFICATION INITIATIVES

International best practices show that reintegration processes need to begin early – even while troops are still cantoned awaiting full demobilization. IOM defines early reintegration to include all efforts before and during disarmament and demobilization that facilitate an ex-combatant's subsequent transition to civilian life. Based on Colombia's and IOM's past experiences in the country, the risks related to failing to provide such early reintegration programming are evident. For example, early reintegration was not pursued in the case of the United Self-Defense Forces of Colombia (AUC) process, resulting in the "disappearance" of some 5,6000 former paramilitaries at the moment when the ACR tried to begin reintegration activities at the close of the demobilization process. Similarly, until CORE helped the ACR and the Ministry of Defense incorporate early reintegration programming, guerrilla ex-combatants fell through the cracks in similar measure.

To address these challenges, RPR engaged with the GoC before the signature of the Peace Accord, to strengthen its capacity to implement early reintegration activities and to ensure that reintegration rolled out effectively and robustly. In



Presentation of results of social Cartography exercise for post - conflict. Villavicencio -Meta (2017). Identification of Challenges to peace in rural areas.

this sense, IOM aimed to leverage the resourceinvested during disarmament and demobilization to benefit long-term aims. By incorporating reintegration activities into these early phases, the overall objectives were: to reduce the number of ex-combatants who dropped out from the reintegration program; to inform critical resettlement decisions; to better prepare them for encounters with family and society, and accelerate economic reintegration.

The roll-out phase was implemented since the launch of the program and until the ninth quarter, that is, ahead of the signature of the Peace Accord, and up to a year after its signature (from October 2015 to December 2017). Progress under this result area was slow in the first three quarters, due to significant uncertainties about the outcome of the peace process with the FARC, and about the GoC's respective support needs. Similarly, progress was limited in terms of engaging receiving communities, due to late identification of cantonment sites (transitional areas).

Thus, the program's initial efforts focused on building preparedness of the GoC. Immediately after its launch, RPR engaged in a series of consultations with governmental partners and key stakeholders in each of the eight prioritized departments to gather

inputs and perspectives about conflict dynamics and local contexts. These consultations permitted to assess partners' future priorities and needs, in order to identify areas in which the program could provide support and assistance. As a result, a priority identified was to support the GoC in providing essential reintegration services in the early stages of the DDR cycle, both for adults and children.

In this sense, RPR started working with the Ministry of Health and Social Protection (MSPS) to provide mental health services to ex-combatants. It also worked with the ICBF to train family advocates from Mobile Unit teams in peace education topics, and supported the formulation of a new strategy to strengthen schools as protective environments for CH&A. In June 2016, a summit held in Cartagena to strengthen the ICBF's institutional capacities to respond to large-scale disengagement and reintegration of CH&A, permitted to identify the need to work with indigenous communities and to implement a tailored route for indigenous groups for the reestablishment of rights of children victims of recruitment.



ICBF Mobile Units capacity building for peace

Progressively, RPR could strengthen the GoC's capacity to implement early reintegration activities. Although disarmament and demobilization were overseen by a Monitoring and Verification Mechanism, including representatives from the GoC (public security), FARC, and unarmed observers of

the UN international mission, IOM implemented projects to involve communities throughout the DDR cycle through consultations with host communities near cantonment sites, assistance to local oversight mechanisms and participatory needs assessments in locations with high rates of reintegration. It also provided technical and logistical support to the Inspector General's Office and the Office of the High Commissioner for Peace (OACP), for example, to position and communicate their postaccord policies and plans. On the other hand, RPR increased interinstitutional coordination and streamlined processes of CIPRUNNA to help the GoC prepare and field-test community-focused programming tailored to local needs, differentiated by region, ethnicity, gender and age.

Since the third quarter, the program played an active role in the Technical Committee for the Release of children from the FARC, led by the National Ombudsman's Office and the Presidential Human Rights Council, with the participation of ICRC, UNICEF and IOM along with various social organizations and NGOs. IOM supported the work of the Committee in the design of a comprehensive assistance program, through inputs and analytical reports, logistical support, and mobilization of technical teams. This assistance has included supporting operations for the release and reception of disengaged CH&A in accordance with the protocol and transitional reception plan, including efforts to prepare the children and adolescents, their families, and the receiving communities, as well as building GoC internal preparedness to support the roll-out of immediate actions to guarantee disengaged children and adolescents' rights. Finally, RPR prepared and provided continuous support to Transitional Accommodation Sites (LTAs) for disengaged youths.

Over quarters four and five (July-December 2016), the statistical firm Econometria was contracted to conduct a study on the profiles of ex-combatants who demobilized during the 2014-2016 period, in

order to help adjust and strengthen reintegration strategies.

Gathering, processing and exchanging information among relevant institutions permitted to ensure that ex-combatants entered reintegration routes, and that reintegration routes were designed based on their profiles and needs, thereby reducing the probability of recidivism.

**RESULT 1.1** GOC'S CAPACITY TO  
RAPIDLY ROLL OUT EARLY  
REINTEGRATION ACTIVITIES INCREASED

### Mental health contingency planning

RPR supported the MSPS in the development of a contingency plan for psychosocial assistance and comprehensive health during the initial phase of the FARC's DDR process. This project also received support from the IOM's Health and Migration Program to help assess MSPS capacities and national needs. The local health infrastructures and capacities in all 27 transitional zones where demobilized FARC guerillas would be transferred were assessed, and RPR supported MSPS plans for the provisioning of health services, including ambulance services and tents. Diagnostic and assistance tools were reviewed and identified, in order to identify symptoms and risks of mental and other diseases. A route for inter-sectoral coordination and implementation of the contingency plan, with local authorities (governors, mayors, community leaders) and health sector actors was designed. Informational brochures and flyers were produced and tailored for persons in the reintegration process. The contingency plan was finalized in the summer of 2016, and has been continuously updated and adjusted, to include sexual and reproductive health topics. As a result, MSPS earmarked 2,700 million COP (nearly 1 million USD) in their budget to fund implementation of the plan. In 2017, RPR continued to support the MSPS in processing proposals for the provisioning of health services in the transitional zones.

### OACP institutional strengthening

RPR provided critical policy development support to the office of the OACP in preparation of the implementation of the Peace Accords, through strategic planning of actions and technical accompaniment in local conflict-affected communities to promote and support local peacebuilding.

### Schools for Peace

In coordination with UNICEF, the OACP, the Ministry of Education (MEN), and the Fundación Escuelas de Paz, this project supported the creation of a GoC policy to transform schools into protective environments. As such, the strategy aimed to include peace education and peacebuilding in schools, and to ensure CH&A's comprehensive development based on the full exercise of their rights. This was achieved through skill-building exercises, collective actions to support historical memory, the promotion of schools as protective spaces, and the systematization and evaluation of the process. RPR supported the development of a unified strategy in coordination with UNICEF, OACP, the MEN, and the Fundación Escuelas de Paz; four schools were prioritized in San Vicente del Caguan, with the participation of 420 children and 20 teachers. An analysis of education for peace programs was completed to develop lessons learned and best practices. As a result, recommendations were formulated for the implementation of this strategy at national level, especially in regions heavily affected by conflict.



San Vicente del Caguan strengthens schools as zones of peace and child protection

### **Institutional strengthening for early reintegration of children and youth**

Since the FARC and GoC reached an agreement on the release of children in May 2016, RPR accompanied the GoC's immediate actions for guaranteeing the rights of and attention to minors exiting FARC camps. The program participated in the Technical Committee for the release of children under 15 years of age, led by the National Ombudsman's Office and the PHRC, with the participation of the ICRC, UNICEF and IOM along with various social organizations and NGOs. As such, RPR provided technical support to the Committee's technical team for the preparation of exit protocols and of a comprehensive assistance program at territorial and national levels.

The exit protocol included attention to reestablishment of rights, comprehensive



Pedagogical activities in LTA

reparations and effective reintegration for disengaged children and adolescents in their families and communities, health care, education for all minors (basic, secondary, technical, technological, and higher education), ensured families' access to services, productive projects and decent housing provided by the State and international donors, to

contribute to social stabilization and active participation of communities in the program.

IOM was designated to be part of the 'reception team' (with UNICEF) that received the children from the initial 'transfer team' (ICRC and social organizations). Together with UNICEF, IOM thus provided financial and logistical support for integrated health attention, and in the preparation of the transitional accommodation sites.

USAID funds were used to prepare and manage three LTAs in La Montañita, Puerto Asis and Arauca. Over the course of the project, RPR continued to facilitate the return of minors to their families and referred youths and adults to the ICBF and ARN respectively, so that they continued their process of economic and social reintegration.

Finally, RPR contributed to building the CIPRUNNA's technical capacities by developing analyses and policy documents for the early reintegration of disengaged minors from the FARC, building on the recommendations of the Technical Committee in which the RPR participated. These included: a plan for the operational structure of the Special Program for the exiting of minors from FARC camps; a manual on prevention of gender-based violence (GBV) against minors; and a document on differential approaches for disengaged children. RPR supported the development of a model of attention, the "Differential Life Path" program led by the GoC, which promoted a comprehensive tailored approach and life-project development initiatives for youth exiting the ranks of the FARC. Along with other international cooperation partners, RPR facilitated collaborations with the Ministry of Labor, Ministry of Education, the Ministry of Foreign Affairs, OACP, the National Police and ICBF, in order to monitor and execute the transitional accommodation sites for minors, and ensure the restoration of their rights. In total, RPR supported the GoC in providing attention to 124 children who left FARC camps.



**RESULT 1.2** GOC AND  
INTERNATIONAL VERIFICATION AND  
OVERSIGHT OF DDR PROCESS  
SUPPORTED

### Citizen oversight

This project consisted of a mapping and planning exercise, to identify citizen oversight bodies that could be strengthened as part of the GoC rapid response strategy (RRS) and early implementation of the agreements. A document with recommendations was produced for the design and implementation of a project to strengthen these groups, as a mechanism for social control and oversight of the Peace Accords.

### Actions for strengthening the Oversight Committee

RPR supported the Commission for the Follow-up, Promotion and Verification of the Final Agreement (CSIVI) as it developed reports, observations, and concepts related to the reintegration of disengaged minors. Three policy documents to operationalize the components of the Peace Accord related to the reintegration of disengaged minor were produced; 1) reintegration of minors for the CSIVI; 2) recommendations for the reintegration and comprehensive reparation and social inclusion of minors with a particular focus on family and

community; and 3) guidelines on the incorporation of civil society groups in the local mechanisms overseeing attention provided to children leaving FARC ranks.

**RESULT 1.3** GOC'S ABILITY TO  
PROCESS ALL INFORMATION OF  
DEMobilized EX-COMBATANTS  
ACCURATELY AND IN A TIMELY MANNER  
INCREASED

### Ex-combatant profiles

This project conducted a profiling and analysis of the demobilized population in the years 2014, 2015, and 2016 through a census-style field survey. Working with the statistical firm Econometria, surveys and interviews were conducted to identify ex combatants' interests, needs, doubts, and perceptions about the DDR process. Two products were delivered: a methodology report that included a representative sample and data collection processes; and a database of 1,300 surveys and 100 semi-structured interviews of persons demobilized during 2014, 2015, and 2016. These documents were shared with ACR and USAID and permitted to strengthen ACR strategies for demobilized populations.

## RESULT 2: PREVENTION OF RECRUITMENT AND RECIDIVISM

SUPPORT GOC IMPLEMENTATION OF STRATEGIES FOR THE PREVENTION OF RECRUITMENT OF CHILDREN AND RE-RECRUITMENT OF ADULTS AND CHILDREN IN CONFLICT-AFFECTED AREAS, INCLUDING LINKING SERVICES OF THE ICBF AND ARN TO PRIVATE SECTOR

RPR strategy under this result area addressed two phenomena. First, to prevent re-recruitment and recidivism among ex-combatant adults and children, RPR worked to strengthen GoC and local services. This included stabilizing ex-combatants during difficult transitions or during the transition from childhood under ICBF's care to adulthood with ACR (e.g. projects being developed with ICBF under Result 2.1). Second, with respect to first time recruitment, RPR focused on reviewing and strengthening the foundations of prevention for recruitment and utilization.



Football as a strategy to strengthen the protective environment

In early 2016, RPR prevention activities were impacted by shifting dynamics in actions of criminal groups and associated illegal activities as a result of the evolving security situation related to the negotiation of the Peace Agreement. In cases where local assessments identified significant changes in the security context, these were taken into account and in some cases resulted in changes in the populations and areas targeted by RPR, or changes in the goals set for specific projects. Similarly,

institutional changes also impacted RPR planning, such as changes to the CIPRUNNA's Technical Secretariat, which impacted the timing and achievement of specific activities. These events stressed the importance of improving GoC's ability to track risk factors (Result 2.2). In this perspective, RPR provided support to the elaboration of two studies: i) with Cifras & Conceptos, on dynamics of recruitment and utilization; and ii) on child trafficking in Meta and Tolima. At the same time, two projects with the ICBF had to be cancelled in early 2016, due to changes in ICBF institutional priorities in the context of the ongoing Havana talks.

Although this Result area initially focused on the prevention of recruitment and utilization of CH&A by armed groups, an emerging phenomenon has been the use of CH&A by illegal armed group and criminal groups in the commission of criminal activities, with its wide range of associated violence. Indeed, the exploitation of CH&A is multifold; CH&A are frequently involved in various types of activities that can range from disputes for territorial control, distribution of psychoactive substances, and support for other illegal economies such as micro-extortion and commercial sexual exploitation. In recent years, the participation of CH&A in such illegal activities increased, which led RPR to expand its interventions to include prevention strategies specifically targeting this type of use. Although these activities mostly take place in urban areas, they are also found in rural areas, in particular due to the territorial expansion of criminal groups' activities. Children and adolescents who live in territories where illegal activities are undertaken or with presence of criminal or illegal armed groups, but also those who live in areas that have become strategic corridors for the traffic of narcotics and weapons, are at great risk of recruitment and use. To respond to this emerging trend, RPR focused its preventive work in urban peripheries that present these risks, and where



poverty, consumption of psychoactive substances, lack of opportunities, fragile social fabric and school dropout converge.

Since the beginning, RPR implemented its Strengthening Protective Environments Strategy, a comprehensive strategy to prevent the recruitment and utilization of children and adolescents in the territories. In coordination with four strategic partners (the Ayara Family, Challenger Foundation, Rafael Pombo Foundation, World Coach), methodologies, budgets and local action plans were aligned in 31 targeted municipalities across the country. In parallel, a joint work plan was finalized with CIPRUNNA's Technical Secretariat to develop national and local actions to prevent recruitment and utilization.

RPR's approach has consisted in investing in the identification and development of children, adolescents and youth interests, potential, and skills, in order to offer them new life perspectives, away from crime and violence, and to support them in their search for economically sustainable life projects, employment opportunities and entrepreneurial initiatives. It has worked to provide CHA&Y with safe and protective spaces in which they could freely express themselves and their interests, giving them the psychological, social and technical support required to feel empowered and to make decisions about their lives. It has done so based on a micro-level analysis of communities' vulnerability to risks of recruitment and violence, by applying and transferring the Mapping of Vulnerability, Risks, and Opportunities (MVRO) methodology to local authorities, and by adapting it to the differential situations and risks faced by children and adolescents, youth, women, indigenous people, afro-descendant communities, persons with disabilities, and since early 2019, migrant children. Activities focused on artistic initiatives, sports events, theatre plays, technological learning, knowledge contests, audiovisual productions, healthy lifestyles, crafts, coffee cupping, all

orientated toward the promotion of participation, autonomy and empowerment. Targeted technical assistance improved comprehensive attention by the Childhood Wellbeing Observatory, the CIPRUNNA's Technical Secretariat, SENA, and the Ombudsman's Office, and made existing GoC prevention programming more responsive to the changing ways in which children are used by GAI/GDO.



On the other hand, RPR designed projects with the National Ombudsman's Office, the Inspector General's Office, the High Council for Post-Conflict (APC), the Mayor's Office of Medellín, and the ACR to improve their institutional capacities and improve their strategies for the protection of children and adolescents and the prevention of recidivism. New local protocols, entrepreneurial opportunities, and protective environments supported community-based solutions to change attitudes by further involving civil society. Collaboration with educational institutions raised awareness and protective attention at the local level for youth populations. Efforts were also made to link public responses (for example within the ICBF, the ARN, and the SENA) with the private sector and community-based solutions to transform attitudes and provide greater opportunities for social and economic change.

Throughout the program, RPR worked with the GoC on the prevention of recruitment and re-recruitment, promoting differential approaches to traditionally underserved populations – such as

women, youth, ethnicities, persons with disabilities, and Lesbian, Gay, Bisexual, Transsexual, Intersex, Queer (LGBTIQ+) community. Specifically, RPR trained GoC authorities implementing prevention policies in differential approaches, gender-based violence, and sexual violence.

**RESULT 2.1** RECRUITMENT OF CHILDREN AND RE-RECRUITMENT OF DEMOBILIZED EX-COMBATANTS DECREASED

**RPR strengthening of the Protective Environments Strategy to prevent recruitment and recidivism among ex-combatants**

The IOM defines a protective environment as a space in which all the persons responsible for the well-being of children and adolescents, join forces and efforts to promote, demand and advocate for their rights. Thus, the protection of children is understood as a shared responsibility by which all actors of society must be ready to prevent, detect, and denounce any type of threat or violation which may put the life, the integrity or the development of a child at risk.



Ludic Spaces strengthened as protective environments for minors and for peace building

Under this conceptual umbrella, the RPR program implemented a group of projects in coordination

with interdisciplinary teams from four strategic partners. Ayara Family, Challenger Foundation, Rafael Pombo Foundation, World Coach, all have strong methodological experience in strengthening family, educational and community environments for CH&A. The process started in early 2016 through the socialization of the project at the local level, jointly defining goals and commitments with local actors from the Mayors' Offices, schools, universities and civil society, and bridging efforts to form local partnerships. A micro-targeting exercise was completed, with the selection of 40 areas in each of the 30 targeted municipalities (specific neighborhoods, schools, towns, provinces, etc.) across 12 departments. The geographic prioritization was based on a joint analysis conducted by the IOM together with the CIPRUNNA's Observatory, according to: i) municipalities presenting high risks of recruitment; ii) municipalities with large urban areas; iii) municipalities with maritime or land borders; iv) municipalities with Ludic Houses; v) presence of armed groups such as the FARC or ELN. The number of CH&A in the area and the institutional capacity to take ownership of the strategy at local level, were also criteria for the selection of the targeted territories.



Óscar Córdoba, former goalkeeper of Colombian national soccer team, helps distribute kits and attends training, organized by World Coach, as part of RPR's Strengthening Protective Environments strategy

In these territories, a broad range of local initiatives were supported in order to address and mitigate the different risk factors identified as conducive of

recruitment of CH&A. Most initiatives focused on: i) transforming views and committing to protect and fulfil CH&A rights by promoting their participation and strengthening spaces for cultural, artistic and sports activities; ii) transforming social and individual imaginaries about violence against CH&A and strengthening local protection networks; iii) transforming family and community practices that violate CH&A's rights by promoting spaces for effective participation within families and resolving conflicts peacefully. Through artistic, sports, socio-cultural and technological initiatives, the project provided tools for the social construction and strengthening of Protective Environments. In some municipalities, local community leaders were selected and trained on the methodologies of each of the four strategic partners (an average of 30 leaders per municipality, and 900 in total). Once trained, the leaders were responsible for replicating the methodologies with groups of children and adolescents, with ongoing support and supervision from each of the four partners, as part of monitoring and evaluation processes. In this sense, the strategy was conceived and designed upon a territorial approach, directly involving local actors and networks, which took ownership of these actions aimed to prevent the engagement of CH&A in GAI/GDO.

Continuous contact with territorial actors permitted to monitor, identify and share weaknesses to be strengthened and best practices to be replicated. The strategy included a methodology for monitoring and systematizing experiences, measuring results, planning for sustainability and establishing private sector partnerships. CIPRUNNA's Technical Secretariat supported the implementation of the strategy, through coordination support at the local level and assistance in measuring changes in risks factors of recruitment, utilization and use. It is estimated that a total of 4,202 boys, girls and adolescents and 1,737 leaders participated in these training processes between 2016 and 2018.

USAID funds covered the entire design and execution of this strategy, including all activities carried out by the four institutional partners in the implementation of their pedagogical methodologies.



Protective environments for children in District 3 of Villavicencio

### Mambrú Strategy

As part of its efforts to prevent the recruitment of CH&A, the ACR developed the methodology “Mambrú does not go to war; this is another story”, which promotes community-based approaches to prevent the recruitment and use of CH&A, and strengthen their protective environments.

Started in early 2016, a total of 23 initiatives were implemented across 17 departments that presented high factors of risks for CH&A, such as presence of armed actors, criminal activity, traffic and consumption of psychoactive substances and cases of domestic violence, promoting alternatives for the positive use of their free time. Initiatives presented by the ACR were reviewed by the technical committee for community-based reintegration and protective environments. These initiatives were implemented in coordination with municipal administrations, the Victims Unit, social and religious organizations, and private companies, among others. RPR supported the ACR/ARN in the coordination with communities, monitoring and evaluation of activities, and expansion of coverage of initiatives under the Mambrú strategy.

### Support for Local Prevention Strategies in cities

In light of the increasing salience of new dynamics of violence resulting from the emergence of the



phenomenon of use of CH&A, the RPR program started developing new initiatives with the aim of keeping youth away from crime in the country's main cities. Based on the social intervention approach of the Protective Environment Strategy, the Local Projects initiative was developed in early 2017 as a multifold initiative of psychosocial accompaniment and community empowerment. Cultural initiatives were promoted in order to strengthen the Protective Environments of children and youth in conflict with the law, with the aim to help them develop licit life projects based on the exercise of their rights and obligations, and thus, preventing their use and recruitment by criminal groups or GAI. In this sense, the local projects' priorities were: i) to promote spaces in which CHA&Y could develop licit life projects; ii) to enable CHA&Y to develop activities based on their personal interests and plans; iii) to provide them with the skills and tools required in order to respond to conflicts in a peaceful and non-violent manner; iv) to offer them licit opportunities to sustain themselves economically; and v) to count on local and community networks of protection



A tour of color and history, through the streets of La Perseverancia

These priorities led to supporting several local prevention strategies in the cities of Bogotá, Cali and Medellín. Amongst them are the Early Warning System in Medellín (SATMED), which worked toward building up community-based organizations' role and capacities in strengthening protective environments for the prevention of recruitment of CH&A; the Olympic Games of Knowledge about Human Rights and Peace in Antioquia, in which several educational institutions of the department

competed; the Ituango Youth Network, which trained 61 youth in human rights, CHA&Y rights, and peace and conflict transformation; and the support of urban graphic creation projects to prevent the use and utilization of CH&A by Organized Crime Groups and/or Organized Criminal Groups in Cali.

The most emblematic examples of successful local prevention strategies are the collectives La Cantera (Medellín), Parceros (Medellín) and Cero Reincidencia (Zero Recidivism, Bogotá), through which local projects with CHA&Y from the targeted neighborhoods were implemented. These local initiatives were implemented from 2017 to 2019 in



Graficalia .A color that closes doors on gangs

the neighborhood of La Perseverancia (Bogotá), and in the Comunas 5,7,13 and 70 in Medellín. These are neighborhoods located in the urban periphery, and which present risk factors of recruitment such as presence of illegal armed groups, and strong criminal activities, combined with poverty, lack of opportunities, a fragile social fabric, high rates of school dropout and consumption of psychoactive substances.

### La Cantera Collective

This collective was born in the Comuna 5 - Castilla of the city of Medellín. It started as an ecotourism project aiming to preserve the environment through recycling in the National Park Las Orquídeas, at the outskirts of the city. Following contacts with the municipal administration, IOM identified a strong interest to promote the creation of recycling routes

and of the required productive units for the classification and use of recyclable material. This led the IOM to support exchanges of experiences with other similar groups from the city of Bogotá, and to promote the training of young people through the SENA. The training and support they received allowed the young participants and their families to develop licit economic and productive activities, and to promote new and innovative approaches to the management of recyclable products. The zone now has five ecotourism productive units for fruit, coffee, crafts, and a small nursery.

Since then, La Cantera has been a pioneer in the field of recycling, and has transferred its knowledge to other sectors of the city such as Santa Elena, Parque Arví and Jardín Circunvalar. The expansion and sustainability of this model has been made possible thanks to the support of the Municipal Mayor's Office, the Secretary of Security, the SENA, and the collaboration of the Association of Recyclers of Antioquia.

#### Collective Parceros, "Friends who transform your life"



USAID-IOM Recognized for "Parceros" initiative

This project was created at the end of 2018, to prevent the use, utilization and recruitment of children, adolescents and youth by organized illegal actors present in the city of Medellín. The project

started with three cohorts of marginalized children from the Comunas 7 (Robledo), 13 (San Javier) and 70 (Altavista), who had not previously participated in any type of local prevention strategy and who had not expressed any interest in doing so. The group was initially organized into three cohorts of a total of 365 children, adolescents and young people between the ages of 10 and 28, who received individual and family psychosocial support. The project was later transformed into a youth collective.

The first phase aimed to train and educate children, adolescents and young people in life skills, while the second phase identified and provided opportunities for education, employability or entrepreneurship through coordination with the local public and private sector offers. At the end of 2019, 90 adolescents aged between 12 and 17 continued their training with Bancolombia, while another group of 110 young people between 18 and 28 years of age had received support for their life projects. Psychosocial support was also provided to approximately 470 participants in the Parceros strategy and 326 family members in the construction of emotions, leadership and communication. RPR's role has been key in providing complementary training to support the business ideas of 40 adolescents and young people who had completed the process and wanted to strengthen their entrepreneurial skills. Events with entrepreneurs were held to socialize the strategy with 70 businessmen, facilitate participant CHA&Y's contacts with the work market and increase their employability.

#### Zero Recidivism Collective

This initiative started off in 2017 when the entertainment company NETFLIX Inc., which was shooting a series in La Perseverancia neighborhood in Bogotá, became victim of robberies and decided to call on young people from the neighborhood to

ensure their safety in exchange for financial compensation.

Based on this initial experience, two young people from the group designed an environmental tour of the eastern hills of the city which they called "La Perse: Eco-tourism with meaning - Ecotour La P". They began a process of re-appropriation the most dangerous parts of the neighborhood, and it ultimately turned into a business idea which actively involved an increasing number of local youth.



Participant – Initiative Orquideas park - Medellín

With the support of the District Institute for Participation and Community Action of the city, the District Institute of Tourism, the Secretariat of Security and Coexistence of the Mayor's Office of Bogotá and the IOM, training was provided in urban interventions, which allowed the strategy to be shaped towards a more sustainable business model. This training process began in 2019 and initially faced several difficulties related to members' participation; yet, many of them considered that belonging to the collective and developing this initiative had prevented recidivism and improved the image of the neighborhood.

#### **Rapid response mechanism for the prevention of child and adolescent disappearance, recruitment, and use**

This Rapid Response Project started in January 2018, in response to the growing figures of missing children cases in the country. This reality highlighted the

necessity to identify the causes of these disappearances and to develop a coordinated institutional response at national and local levels, in order to rapidly find missing children. The project started with an evaluation of Colombia's current institutional responses to missing children alerts which revealed the lack of information and deficiencies in the missing child reports registered.

The RPR program provided technical and financial support to a group of GoC entities that all joined forces for the creation of a Rapid Response Protocol for the active search of missing children and adolescents. This alliance included the Attorney General (AGO), the National Police, the National Institute for Legal Medicine, the ICBF, the Ministry of Foreign Affairs, the National Ombudsman, and the Inspector General. In this context, the Prevention Unit of the RPR program provided support in the standardization of criteria and instrument for the search of missing children, in partnership with families and communities. A key challenge has been to reconcile the different approaches, priorities and methods of this heterogeneous group of actors, and to align them with international standards and protocols for risk identification and search for minors. RPR coordination has helped the formulation of guidelines and action plans at national and local level for the search of missing children. With the support of the International Center for Missing & Exploited Children (ICMEC) and based on the AMBER Alert model, a Rapid Response Protocol for the search, location and recovery of children and adolescents reported as missing was formulated, that can be activated in the cases where there are concerns for the life and personal integrity of a missing child. A National Interinstitutional Committee, composed by 14 delegates from GoC institutions, the private sector and civil society, headed by the Attorney General's Office, was created in order to operationalize the Alert Protocol.



**RESULT 2.2** GOC'S ABILITY TO TRACK RISK FACTORS OF RECRUITMENT AT NATIONAL AND LOCAL LEVELS IS INCREASED

**Studies on the dynamics of recruitment and utilization of children and adolescents and trafficking**

This was one of the initial projects launched by the RPR program. IOM contracted the firm Cifras & Conceptos in early 2016, in order to: 1) update the conceptualization of recruitment and conceptualize utilization; and 2) identify factors related to recruitment and utilization at individual, family and community levels in selected regions, and provide a first analysis of the relative prevalence of these factors. This project was designed as a first phase, to contribute to the broader goal of RPR to help develop innovative ways to measure the impact of prevention activities and institutional responses. Final results were presented in the second semester of 2016, and were socialized with USAID, the CIPRUNNA's Technical Secretariat and other key partners in September.

A second phase started during the first weeks of October, and included the development of an instrument to collect quantitative and qualitative information in various departments. Information was collected in Huila, Santander, and Caquetá.

The study on trafficking focused on the departments of Meta and Tolima, and analyzed the phenomenon of child trafficking for sexual exploitation and forced labor, as well as associated risk and protective factors. The aim of this project was to inform RPR initiatives in support of GoC entities, in the context of prevention of illegal recruitment and use of children. In June 2016, meetings were held with the Governor's Offices of Meta and Tolima to select four municipalities in each city. The study was jointly planned and designed with departmental authorities, who committed to use the findings in the

design and implementation of the public policy to fight trafficking in persons.

The Vulnerability, Risk and Opportunity Mapping (MVRO) methodology developed by IOM was applied. Data collection included a mapping of public and private institutions in the two departments that contribute to public policy for the prevention of trafficking, focus group interviews with local leaders, civil society, children and youth, and their families, and policy document reviews. Activities were also designed to improve the reporting of risk factors, such as monitoring using variables and indicators to observe, describe and analyze regional dynamics. The study was completed in early 2017, and the final report issued. The findings were used to strengthen the public policy of the local governments of Meta and Tolima, the Regional ICBF offices, and the CIPRUNNA in the creation of community spaces to develop departmental plans for the prevention of recruitment.



the appropriation of the methodological tool of Vulnerability, Risk and Opportunity Maps (MVRO) by children and adolescents, parents and teachers

**Strengthening the policy of prevention of recruitment of CH&A by illegal armed groups and organized criminal groups**

Through its past programs, the IOM has provided continuous support to the Intersectoral Commission for the Prevention of Recruitment, Utilization and

Sexual Violence Against Children and Adolescents (CIPRUNNA) by armed group and organized criminal groups, since the Commission's creation in 2007.

Since the launch of the RPR program, a Joint Work Plan was established with the Technical Secretariat of the CIPRUNNA, to continue supporting its actions to prevent recruitment and utilization of CH&A. Three main lines of action were agreed upon: i) strengthen local capacities for the design and implementation of prevention strategies; ii) support the development of a new national prevention policy; and iii) improve information collection and analysis. The geographic coverage of the project progressively extended to new departments with high presence of the ELN (Chocó, Norte de Santander, Arauca and Nariño), reaching a total of 66 municipalities across 13 departments by the end of 2019.



The project started with the assessment of targeted territories, mapping existing local resources and services in the territories. Different studies were conducted on urban recruitment dynamics, and a social cartography protocol was developed for CIPRUNNA's Observatory. Guidelines for the local implementation of the recruitment prevention strategies were defined and standardized, as well as instruments to measure results of the RPR Program's recruitment prevention strategy. Local child and youth recruitment prevention councils were trained in rights-based approaches, comprehensive

protection and recruitment prevention policies, and 25 immediate action teams were created. The CIPRUNNA helped coordinate the strategy at the local level to measure changes in risks factors for recruitment and utilization.



Nasa indigenous community model to assist disengaged children and adolescents, building an ecotourism project with the indigenous authorities of Toribío (Cauca)

RPR provided financial and technical support, by detaching four professionals in charge of strengthening the technical implementation of CIPRUNNA's national prevention strategy. With this support, the CIPRUNNA could clarify the Observatory members' responsibilities, establish recruitment prevention methodologies, and strengthen municipalities' prevention capacities. It also raised awareness about the need for tailored attention to disengaged children and youth with GoC institutions, civil society and families.

Since late 2018, RPR supported the CIPRUNNA's prevention of criminal involvement and sexual violence policy. Efforts concentrated on the consolidation of the CIPRUNNA Technical Secretariat's Observatory as a source of information on recruitment and the prevention of criminal involvement. A municipal prioritization model on sexual violence and the use of CH&Y was designed with the Observatory, as well as a Prevention Atlas. The observatory continued to monitor recruitment patterns and provide technical tools and mechanisms for promoting interinstitutional

articulation, particularly at the local level. The increase in the levels of violence led to sustained dialogue with indigenous and Afro-Colombian authorities in the departments of Nariño, Cauca and Chocó, since late 2018. In this context, the project worked to improve collaboration between ethnic authorities and mayors, government secretariats and authorities in charge of protecting the rights of CHA&Y, such as Family Ombudspersons and Commissioners.

At the end of 2019, following the repeated requests of the Permanent Working Group with Indigenous Peoples, the ICBF and the Presidential Advisor decided to create a prevention route with an ethnic focus, to be implemented through 30 pilot projects in 2020. During the fiscal year 2019, the Presidential Council raised 100% of the required funds to maintain the CIPRUNNA's Observatory.

### RESULT 3: ECONOMIC AND COMMUNITY REINTEGRATION

IN ALLIANCE WITH THE PUBLIC AND PRIVATE SECTOR, SUPPORT GOC EFFORTS TO ADVANCE LEGAL PROCESSING AND SERVICE DELIVERY TO EX-COMBATANTS AND DISENGAGED CHILDREN IN RURAL AND URBAN CONFLICT AREAS IN A PARTICIPATORY, TAILORED AND COMMUNITY-FOCUSED MANNER.

The RPR program's reintegration area has been understood in wide terms, and has included a broad range of institutional collaborations and support in order to offer participatory, tailored and community-focused services, as much from legal as from social and economic perspectives, to ex-combatants and disengaged children in rural and urban conflict areas.



Businessmen visit the Aloe Vera Productive Environment – El Toro Valle dl Cauca

Since early 2016, RPR started building the foundations for reintegration, with activities that served the dual purpose of improving existing services while preparing the GoC to meet foreseeable challenges arising from a large-scale reintegration of guerrilla groups. Although the first year of the program was characterized by the uncertainty surrounding the outcome of the peace process with the FARC, RPR developed several innovative activities that would be valuable to the GoC, even in the case of a negative outcome. These have included an initiative to support digital marketing for entrepreneurship, a peacebuilding

diploma course, a virtual library for post-conflict analysis, the strengthening of the ACR's technological solutions, and a participative mapping of local conflict dynamics.

The program's objective to support the design and implementation of the Legal Framework for Peace has included different types of approaches and actions, ranging from technical legal aspects and the development of differential reintegration routes for women and ethnic communities, to issues of historical memory and truth for disengaged children. As such, the program established a strong framework for technical cooperation with the MJD in the area of transitional justice and restorative justice, and supported the National Analysis and Context Office (DINAC) of the Attorney General's Office in context analysis and collection of evidence to facilitate judicial processes against members of the FARC and quickly draft regulations and laws related to the legal treatment of ex-combatants. It assisted the Attorney General to compile a full accounting of guerrilla crimes, with special attention to sexual violence, and to develop mechanisms for a Truth Commission, ex-combatant reparations, and restorative justice measures to facilitate community reintegration of disengaged children. Progress on the proposed legal framework for peace, has included cooperation with the Ministry of Justice, the Judicial Branch, the Attorney General's Office, the National Center for Historical Memory (CNMH), the National Gender Commission and the ONIC.

On the other hand, the program also worked with the CNMH to produce specific products and tools to broach truth and memory related to the armed conflict with disengaged children and adolescents, or to clarify the paramilitary phenomenon.

The advancements in the negotiations between the GoC and the FARC in the second part of 2016 had important implications for the RPR Program and its



efforts to support transitional justice and reintegration. A project with the Vance Center to hold Expert Discussions on Amnesty for Political Crimes had to be cancelled due to legal issues and program priorities. Another project to support the AGO's dissemination of public policies on DDR and transitional justice was put on standby in the quarter 3,4,5.

Program assistance increased the GoC's ability to provide reintegration services in both rural and urban areas, and included vertical coordination, preparedness, rapid response capacity, and community approaches that incorporated input by the GoC, and civil society.

Under this Result Area, RPR worked with the GoC key agencies responsible for providing reintegration services to demobilized ex-combatants: the ICBF and the ARN. The overarching principle was to create the conditions that would enable the sustainable return of ex-combatants to civilian and community life. By supporting the ARN's community reintegration model, which was established in 2007, the program aimed to promote coexistence, build mutual trust, and support participation.

Initial efforts consisted in mapping, analyzing and systematizing experiences of communities and their recommendations for reintegration, identifying the reintegration needs of specific populations, the risks of recruitment and violence in targeted territories, and possible strategies to prevent and address violence. In this sense, most of the projects implemented were the result of a bottom-up approach, arising from the specific necessities identified in the territories, and establishing territorial agreements and networks for their implementation. The RPR program worked hand in hand with ARN staff and local communities, in order to adapt and strengthen the existing model, offering technical expertise for a modular implementation of reintegration activities, based on differential approaches, social innovation and a communication

for development. The program's approach has consisted in accompanying, supporting technically, financially and operationally, and contributing to the improvement of existing ARN strategies and reintegration models. In this sense, the bulk of the GoC's reintegration efforts were channeled through three ARN programs: the Education and Training for Reintegration/Time To Learn Model; the Community Reintegration Model; and the Productive Environment/Tailored Training Model. The principles, functioning and achievement of each of these three models are presented below.



Communications workshop in the productive environment in El Toro (Valle del Cauca)

Differential approaches to reintegration were promoted across all projects under this Result area. Early on, RPR started working in close cooperation with representatives of specific population groups, such as the National Indigenous Organization of Colombia (ONIC), youth councils, women's networks or the Gender Commission, to identify these groups' differential risks and vulnerabilities to recruitment, use, and utilization, and to identify and address the specific reintegration needs and resources of women, ethnic groups, elderly people, people with disabilities and children and adolescents. In particular, RPR and ARN efforts focused on youth rights, victims of sexual violence, and the reintegration of disengaged CHA&Y, with the aim to improve processes of social and economic reintegration by strengthening the academic, social and professional skills of demobilized ex-combatants. The program supported the participation protocol for child and adolescent

victims of the conflict, and supported projects of the Network of Female Victims and Professionals.

In the last two years, RPR supported more effective and tailored ethnic, gender, and youth approaches to reintegration and prevention, including differential recruitment prevention routes for indigenous CH&A and sexual violence prevention, to address risks and restore rights. Working in collaboration with the ICBF, ONIC, the Network of Women Victims and Professionals, the National Indigenous Youth Council, SENA, the ARN, and UNICEF and the Ministry of Health, RPR facilitated the reintegration of ex-combatants into communities by improving and implementing new reintegration pedagogies, promoting reintegration coexistence in PPR receptor communities, and completing and expanding various economic initiatives within the Early Reintegration in Productive Training Environments model. This was achieved through continuous partnering with the private sector for the economic reintegration of ex-combatants in the sectors of coffee production and marketing, fruit farming, and fish farming, among others.

In this framework, it is important to remind that all work undertaken by RPR with demobilized persons and persons in the process of reintegration, does not include FARC ex-combatants who demobilized collectively following the signature of the Peace Accord. All support provided to demobilized individuals as part of the Reintegration and Prevention of Recruitment Program has been centered on voluntarily demobilized individuals, who follow an individual reintegration route with the ARN. It is also worth noting that the collective reintegration of the FARC has drained the resources of GoC implementing agencies such as the ARN, and thus, affected its capacity and availability to offer continuity to persons in an individual reintegration route. At the same time, the pool of persons in the process of reintegration gradually reduced during the course of the program, as the majority of them culminated their process, while only a few entered it.



Closeout and USAID visit to the “Reconciliation Builders”. Tailored training in Florencia, Caquetá

### RESULT 3.1 THE LEGAL FRAMEWORK FOR PEACE IMPLEMENTED

#### Transitional justice and criminal policy

The program’s efforts in the legal area led to the signature of a framework agreement between the IOM and the MJD, which was broken down into three different projects, implemented in the first year and a half of the program, roughly from beginning 2016 to the second half of 2017. The three projects developed within this framework agreement focused on three priority aspects of transitional justice and criminal policy for peacebuilding in Colombia: i) legal support for the implementation of the transitional justice agreement; ii) preventing youth crime by strengthening MJD capacities for the development and application of policies and initiatives to prevent crime and promote restorative justice among adolescents and youth; and iii) expanding and improving the Transitional Justice Inter-Institutional Information System (SIJT) database by increasing access to information by relevant entities (for the SIJT, see Result 4.2). Activities included updating and implementing transitional justice guidelines to define the legal situation of ex-combatants and disengaged children; application of restorative justice for ex-combatants and adolescents and youth in conflict with the law; and analysis of criminal phenomena related to a context of mobility and peacebuilding.

#### Agreement on Transitional Justice



The Agreement on Transitional Justice project aimed to strengthen the MJD Transitional Justice Directorate's capacity to implement the transitional justice agreement reached with the FARC, by developing thematic and legal documents to support the new Special Jurisdiction for Peace (JEP) and the Comprehensive System for Truth, Justice, Reparations and Non-Repetition. With the technical legal expertise provided by the think tank DeJusticia, the project focused on institutional strengthening, preparedness for the implementation of the new JEP entity, and related legal issues concerning the reintegration of ex-combatant and disengaged children and adolescents. The Universidad de los Andes was contracted to assess the costs associated with the new JEP. In total, nine technical documents were developed: four of them served as inputs for the development of normative instruments for the definition of the legal status of persons in process of reintegration, and four others focused on norms, regulatory processes and preparedness for the operationalization of the institutions to be created under the SIJVRNR. The final document dealt with collective reparations. Workshops were held with private sector leaders to dialogue over their potential role with regard to the Special Jurisdiction for Peace. In the last quarter several technical panel discussions were held with GoC justice officials on various themes related to transitional justice to generate technical and legal information toward supporting the GoC in implementing the legal framework for peace.

#### Preventing youth crime

On the other hand, as part of the Preventing youth crime project, RPR worked to improve the MJD's institutional capacities for the development and application of policies and initiatives to prevent crime and promote restorative justice among adolescents and youth. It supported the design of inter-institutional strategies in prioritized geographical areas. The project was built around three components: i) the first component developed

guidelines for the application of restorative justice for youth in five cities (Cali, Tumaco, Pasto, Cúcuta, and Medellín); ii) the second component focused on the creation of operational guides on restorative justice for youth in two Justice Centers (Ciudad Bolívar in Bogotá, and Aguablanca in Cali); and iii) the third component strengthened the capacities of local entities with youth crime prevention guidelines in eight cities (Barranquilla, Medellín, Cali, Bucaramanga, Popayán, Cartagena, Neiva, Ibagué). The process began with an initial assessment of local conditions and capacities, which included a review of development plans, a capacity building strategy, and profiles of adolescent crimes. This analysis was completed by collecting information in each of the targeted areas through interviews with judicial actors, governmental entities, operators of the Adolescent Criminal Responsibility System (SRPA), and youth deprived of liberty for committing crimes in Cali and Medellín. With regard to the second component (operational guidance for Justice Centers), a theoretical framework, a methodology and monitoring forms were created, which were subsequently adapted to the particularities of the target cities where pilots were carried out. Finally, support for local entities in terms of crime prevention focused on departmental as opposed to municipal level support, based on the MJD's role in supporting departmental committees. This initial assessment served to develop methodological documents containing guidelines on restorative justice for youth, workshop manuals, accompaniment protocols and analyses of local development plans in the prioritized territories, submitted to the MJD. This project improved the MJD's institutional capacity to prevent crime and promote restorative justice among adolescents and youth. During the last quarter, two operational guides on juvenile restorative justice were completed and delivered, and technical assistance was provided to eight territorial governments

towards developing action plans to prevent adolescent and youth crime.

### **Support for the National Gender Commission**

Since the beginning, RPR worked to strengthen the National Gender Commission of the Judicial Branch to support the inclusion of children and gender



issues in reintegration and prevention of forced recruitment policies and strategies. This project focused on identifying institutional and social processes to respond to sexual violence and recruitment, in a way that strategically promotes implementation of legal and political advances, and to develop community-based proposals for assistance in a context of implementation of peace accords. Working closely with Judge Nestor Raúl Correa, an advisor on the National Gender Commission, an action plan was developed in order to strengthen attention to gender issues within the Judicial Branch and to increase understanding of gender-related issues of the peace accords with the FARC and provide guidance to the Gender Sub-Commission in Havana, including related to sexual violence, justice in indigenous communities and the Special Jurisdiction for Peace.

Although this project had a specific focus on gender, it also included a cross-cutting attention to ethnic groups. It provided technical support to address issues related to sexual violence and justice in indigenous communities. RPR joined efforts with other international agencies and government institutions, including UN Women, Oxfam, Casa Amazonía, the Judicial Branch (Superior Court, Constitutional Court, and the Lara Bonilla Law School), ICBF, MJD, AGO, PHRC, and the Presidential Council for Women's Equality to hold an "Intercultural meeting to exchange experiences in strategies to prevent sexual violence against indigenous children" in June 2016. Participants included female indigenous victims, indigenous authorities, judges, public prosecutors, family advocates and commissioners, and created a space for dialogue on sexual violence against indigenous women and children, in a context of prevention, access to justice, truth and peacebuilding. As a result, recommendations and coordination mechanisms were proposed, along with the identification of sources of knowledge for understanding the relation between sexual violence, reintegration and forced recruitment. Specific recommendations on these themes included coordination between indigenous legal jurisdictions and the new JEP on reintegration issues. Finally, the project supported various regional initiatives such as the Network of Women Professionals and Victims through workshops on the accords, to increase understanding of gender-related aspects and implications and improve their peacebuilding and reconciliation work. Documents related to the gender component were created for the JEP, and support was provided to the re-launch of the "Yo me comprometo con la vida de la niñez y las mujeres indígenas" campaign, and to the ongoing work on sexual violence prevention of the Network of Women Victims and Professionals. This work on gender and ethnic groups laid the ground for the development of several other projects under this result area, which led to the formulation of

guidelines for a prevention route constructed with indigenous CH&A, the prevention of recruitment and sexual violence with a differential approach, and others.



### **Guidelines for the prevention of recruitment of indigenous children and adolescent**

This project began in 2017 with the aim to formulate recruitment prevention guidelines with a differential indigenous approach. Working together with the ARN and the ONIC, the overall objective was to promote the creation of a prevention route for indigenous CHA&Y. This project sought to respond to the new threats faced by indigenous communities, and in particular women and children, as a result of the reconfiguration of armed groups across the country, and to increased competition for the control of illicit economies. In this sense, the project aimed to adapt existing recruitment prevention routes, and to make them accepted by and applicable to the populations in the territories.



Since early 2016, RPR worked with ONIC and UN Women on the project “*Strengthening capacities of authorities and indigenous communities to address sexual violence and forced recruitment*”, which aimed to strengthen the capacities of ethnic authorities to address access to justice and sexual violence in connection with recruitment and reintegration. As a result of this project, a list of recommendations was formulated, covering: access to justice and documentation of cases of violence against women and children, forced recruitment, and the reintegration of ex-combatants in indigenous communities. Yet, the necessity to back these recommendations with the construction of concrete guidelines with a differential approach for the formulation of an indigenous prevention route became clear.

The project was designed with the ARN and implemented by the ONIC and the National Indigenous Youth Council, and aimed to facilitate indigenous youth engagement in prevention of recruitment strategies and policies. Under the leadership of the elders, spiritual leaders and of the ONIC, a total of 118 young people participated in brainstorming meetings, in order to identify the

different forms of risks and vulnerabilities to recruitment and utilization in indigenous territories. Activities that socialized the work of the different ONIC institutions involved in the prevention of recruitment were held; specific dynamics of recruitment affecting indigenous populations were identified; as well as relevant aspects related to indigenous peoples' cosmovision, rights, relation to the territory and to life, with the participation and engagement of the youth, elderly and local indigenous authorities. These workshops included cross-cutting territorial, spiritual, intergenerational and gender-related approaches, that may have influenced the formulation of prevention guidelines. This consultative process led to the formulation of guidelines and recommendations for a differential approach to prevention strategies and policies.



"Peace Managers" hold workshops with children in Palmetto Plaza in Cali, Valle del Cauca

The IOM and the ARN provided continuous technical support during the implementation of the project, although the ONIC maintained a lot of independency and actively participated since the planning phase. Ultimately, the Indigenous Youth Council was strengthened as a participative forum for exchange of experiences and common action. IOM staff attended some of the meetings held in Cundinamarca, Norte and Orinoquia, and received regular feedback after each regional encounter.

Similar work was conducted by ONIC, with IOM's support, for the creation of action plans and strategies aiming to prevent sexual violence and to promote access to justice for indigenous women.



Conversation with "Peace managers"

**RESULT 3.2** GOC'S ABILITY TO PROVIDE INCLUSIVE REINTEGRATION SERVICES TO DEMOBILIZED EX-COMBATANTS ACCORDING TO THEIR AGE, ETHNICITY AND GENDER (INCLUDING LGBTI) INCREASED

### Managers of Citizen Culture for Peace, a strategy of the Mayor's Office of Cali

The "Peace Managers" Strategy is an adaptation of the reintegration route and was based on a *cash for work* logic that intended to curb recidivism and facilitate social inclusion of ex-combatants and vulnerable populations of the city, thereby reducing crime. It offered social and economic accompaniment to victims of the armed conflict, PPRs, former gang members, and youth at risk, who underwent training in citizen culture, received support for further professional/technical trainings, and spent four hours per day working in the community.

The project was coordinated and supported by the IOM, and implemented in partnership with the



ACR/ARN and the Mayor of Cali, in a city which, over the years, has received several waves of displaced populations from the Pacific area, as well as demobilized members of armed groups who undertook their reintegration process in the city. The project kicked off with 265 “Managers” in March 2019, culminated with 527 participants in June, and terminated with 486 active “Peace Managers” on 31 December 2019. 50 of the participants were youth who exited the SRPA.

Peace managers participated in several workshops where they received assistance in the elaboration of resumes and were trained for performance-based job interviews. Six of them enrolled in educational programs of the Antonio José Camacho University through the Generation E. scholarships. 150 “Peace Managers” participated in professional trainings in the areas of client services (124), gardening (18) and driving (8), through a collaboration between the Secretariat for Economic Development and the Productive Development Corporation. A campaign called “I engage. What about you?” was designed, to promote civility on the streets of Cali, particularly with respect to mobility, environmental protection, and coexistence and security.

In total, 1,083 vulnerable persons completed 3,858 sessions of social retribution, and hundreds of trainings and initiatives related to coexistence, security and environmental protection. Beyond direct beneficiaries, the strategy had a much larger impact as it contributed to improve social and cultural dynamics in the areas of implementation, with the participation of all segments of society, including participants’ families, civil servants, the private sector, and society at large. In conclusion, the work carried out by Peace Managers transcended the traditional concept of economic reintegration as the sole generation of income, and promoted an integral approach to economy as an integral catalyzer of life projects. The achievements in terms of peace and coexistence were widely recognized, and the Strategy participated in the World Summit of

Local and Regional Leaders in South Africa in November 2019, reaching the top four. The strategy was systematized and handed over to the municipal administration, together with a summary of the results; it is now up to the Mayor’s Office to decide to give continuity to this initiative.

### **Institutional strengthening of the Presidential High Council for Human Rights in the consolidation of the Differential Life Path program**

The Differential Life Path strategy was created in 2017. It followed the first phase of the CH&A disengagement process which consisted in preparing and operationalizing the exit of minors from FARC camps, conducted in the second part of 2016. The program’s financial and technical support in this process has been presented as part of Result 1, during the roll-out phase.



Youth in the Differential Life Path program at the closing event focus engage in the “pieces of a story” activity.

The design and implementation of the Differential Life Path strategy responded to the provisions contained in the third chapter of Final Peace Agreement, related the integral reparation, restoration of rights and reincorporation and social inclusion of disengaged minors. IOM provided technical support to the development of the program, through the implementation of community-based reintegration models for the

minors who had exited the FARC to help them access GoC services, trainings, and as a process to construct citizenship. In cooperation with the Ministry of Health, the UN Mission in Colombia and UNICEF, the program strengthened the legal dimension of the strategy, with the objective to improve its implementation, sustainability and coverage.

Beginning 2018, a pilot project was first carried out with 66 young people in their home settings, with regular monitoring and follow up on each participant's transition to reintegration. The objective was to identify participants' personal and occupational interests, such as artistic, cultural, and sports interests, and to connect the youth to appropriate communities and opportunities in order to promote their participation, leadership, and social reintegration. In terms of occupational interests, participants were oriented toward appropriate education, training, or job opportunities. A special workshop was organized on gender issues and GBV, self-awareness and self-care, and decision-making and setting life goals for the 36 women participants.

The second phase of the project focused on supporting the Presidential Human Rights Council in its task to coordinate the construction and implementation of the Differential Life Paths guidelines. Work was articulated with the Special Administrative Unit for Integrated Victims' Attention and Reparation (UARIV), the ARN and the National Registry, to guarantee access to integral reparation measures for CHA&Y. In parallel, cooperation with the Ministry of Health led to the consolidation of institutional services for disengaged minors and the fulfilment of established institutional routes. Finally, self-protection guides for adolescents and youth were produced in coordination with the National Protection Unit to promote self-care and protection and as a strategy against re-recruitment. Local professionals adopted a case-by-case approach to young people exiting armed groups to recognize participants' particular needs. This served to strengthen institutional response capacities,

resulting in youths receiving more integrated support and greater access to services and programs which fostered their continuing development. RPR continued to support their transition to the ARN through the development of accompaniment strategies aimed at gender empowerment, personal relationships and decision making, as well as through the facilitation of the transfer of documents and information. Supporting opportunities to pursue further study has been key in this process, such as in Cauca and Valle del Cauca where some youth have been able to take courses related to coffee production.



Participants in the CRM in Turbo, Antioquia, present products from their newly formed agricultural association at their MRC closing celebration.

Supporting these certification and transition protocols guaranteed that young people leaving armed groups could access appropriate services, and increased the effectiveness of their transition into reintegration with the ARN. In total, 124 Adolescents and youths benefitted from the Differential Life Path strategy, and 89 received specialized attention from the IOM. More than half of the program participants were young women (67, against 57 young men) and 34 youth identified as belonging to ethnic groups. Special attention was given to young mothers, and differential and gender approaches were made transversal throughout the program, including through the organization of workshops on parenting, gender issues, and menstruation. 49 participants certified in the PAZOS methodology, which helped them carry out their life initiatives, and in turn,



benefited their immediate family circle. This approach, including the psychosocial attention and promotion of citizenship, provided an institutional framework and supported young people in the process of reintegration, which catalyzed the fulfilment of their life initiatives. This project was finalized in April 2019, when over 90% of the beneficiaries had reached the age of majority and followed their reintegration process with the ARN.

### RESULT 3.3 CAPACITY OF THE GOC'S ENTITY RESPONSIBLE FOR PROVIDING REINTEGRATION SERVICES IN RURAL



Training SENA officials on PeZos online tool (Cauca)

### AND URBAN COMMUNITIES TO DEMOBILIZED EX-COMBATANTS INCREASED

#### Strengthening the Community Reintegration Model to promote citizenship in protective environments

The ARN's Community Reintegration Model (CRM) is one of the key strategies in support of the sustainable return of people in process of reintegration to civilian life. By favoring coexistence, building mutual trust and promoting participation, it offers a reintegration approach founded in the work with the receiving communities.

Since 2016, RPR has been providing technical support to the ACR/ARN, to strengthen its CRM in three specific areas: the identification of community needs; the creation of community meeting spaces; and the promotion of actions aimed to building trust and supporting reconciliation among community members, with the overall objectives to promote

collective community actions for the protection of children and to link People in the Process of Reintegration (PPR) to community initiatives. RPR accompanied the development of new components that responded to the evolving challenges faced, with a focus on social innovation and communication for development.

Since 2017, a total of 93 community initiatives (including the Mambrú initiatives presented under Result 2.1) directed at facilitating social reintegration and recruitment prevention were executed across 28 departments of the country. Of these, 74 were implemented in 2017, 19 in 2018, and 28 initiatives were reinforced in the year 2019. These initiatives were implemented in cooperation with organizations and foundations, based on the ARN's Community Reintegration Model, with the participation of around 4,500 individuals, both ex-combatants and community members. Initiatives focused on the prevention and guarantee of rights through the generation of protective spaces and the strengthening of community capacities, with an emphasis on gender and ethnic approaches.



Chambí and Katío indigenous communities are an example of social entrepreneurship

At the beginning of 2018, guidelines for the implementation of the ARN's modular CRM were completed, and the criteria for selecting initiatives and areas for its implementation were agreed upon. Key selection criteria included: i) processes where community actions had already been carried out; ii)

the inclusion of a social innovation perspective; iii) the application of strategic productive processes; iv) participation of ethnic groups, citizen; and v) environmental approaches. Building on their assessment of local issues, the communities underwent technical and administrative trainings related to civic participation, definition of responsibilities and reintegration. Following the training, participants organized their own workshops to share what they learnt with other community members. The groups proposed and began planning community projects related to productive activities, spaces of protection for CHA&Y, and spaces to promote reconciliation and reintegration. Equipment and services for cultural, productive, and sporting activities, as well as logistical support, were provided by RPR to support the communities' initiatives.



Conclusion of the literacy project with Embera Eyabida women victims of sexual violence in Chigorodó, Antioquia

The project included a social innovation component, which meant that community processes were holistic and strengthened endogenous community capacities and resources, thereby guaranteeing the sustainability of the initiatives. A Communications Strategy for Development component was also developed, with the aim to strengthen the communities' communication skills, familiarize them

with the use of social networks, as well as marketing and sales strategies.

Finally, evaluative processes were conducted in a number of CRMs by the ARN to assess the effects of the CRMs and reintegration/reconciliation initiatives, prevention initiatives for youth and leaders, and to identify lessons learned. In total 42 community initiatives in 12 departments were evaluated. The collected information was systematized into a prioritization matrix and 28 initiatives were selected for further strengthening to ensure sustainability.



Visit to the Community Reintegration Model focused on aquaponic farming in the region of Popayán, 30 August

A consulting firm was contracted to design a knowledge management plan for the ARN's Community Strategy in order to create, share, store and use the entity's existing knowledge to respond to specific needs and issues. The final results of the evaluation of the community initiatives yielded positive results on the impacts and effects of the CRM and reintegration/reconciliation initiatives, as well as prevention initiatives for youth and leaders. Main results indicate that: 92% of the persons questioned considered that their trust in other community members improved and that solidarity bonds and the community's social nucleus were strengthened; data confirmed that there was a positive correlation between the promotion of coexistence and non-violent relational patterns. Trainings with CH&A have had positive results in the construction of protective environments for children

and have reduced the use of psychoactive substances, adolescent pregnancies and violence; as a result, CH&A declare having new life perspectives.

Finally, a document on the prevention of recidivism in post-conflict contexts was finalized, with the following conclusions: the capacities and skills of former combatants need to be reinforced and directed toward entrepreneurship and productivity; the role of PPRs in community environments needs to be strengthened; the ARN community strategy should focus on the de stigmatization and increase the sustainability of projects undertaken; better knowledge management and lessons learned processes should be enforced within the Agency.

#### **Life initiatives for disengaged CHA&Y transitioning out of ICBF’s specialized care program**

The Life Initiatives project has been a joint endeavor of the Attention and Differential Approaches Units of the RPR program. Its objective was to strengthen adolescents and youth who were about to transition out of the ICBF specialized care program, and enter their social and economic reintegration process with the ARN. The approach consisted in a series of training processes aimed to support the academic, productive and vocational empowerment of CH&A, to help them define their life initiatives.



Menstru-Action workshop in El Castillo, Meta

The project started in early 2019 with the training of technical teams and contractors of the ICBF in gender approaches and entrepreneurship, using the IOM’s Menstru-Action and Female Entrepreneurship methodologies. The first actions focused on identifying participants’ vocational interests as a foundation for determining their life initiatives. The youth received both personnel accompaniment and collective trainings. Key focuses and challenges have included connecting youth with training opportunities that aligned with their interests, as well as ensuring that the program operators appropriated differential approaches, particularly with regard for ethnic diversity. The transfer of gender approaches, with the Women, Innovation, Leadership and Autonomy (MILA) program and Menstru-Action, to the operators have been key in addressing these challenges. Three areas were prioritized: school reinforcement, digital empowerment, and financial education. The project encouraged young people to reflect on the importance of productive activity, which is an integral component of the strategy of non-repetition.

By empowering them as subjects of rights, offering them orientation, and supporting them in the construction of their life projects and initiatives, the project provided them with skills and tools to smoothen their transition to life in society. This process improved participants’ sense of self-worth, thereby helping them to reconstruct social ties, promote reconciliation and rebuild trust in their families, society and the State. Participation was voluntary, and the accompaniment included both individual and collective exercises. Of the 130 participants from the six ICBF regions (Bogotá, Antioquia, Caldas, Cali, Quidio, Valle del Cauca), 90 of them completed the entire process (56 men and 34 women). The vocational trainings and crafts they learned helped them create sustainable livelihoods that supported their transition from the ICBF to the ARN.



The project required strong interinstitutional coordination between ICBF regions, Family Defenders, officials from attention programs, guardians and CHA&Y of the Specialized Care Program. As such, the RPR program transferred technical and methodological assistance to ICBF workers and families, which increased their capacities to provide adequate support to their adolescents' life project and initiatives. On the other hand, alliances were built in order to expand the institutional offer in terms of trainings and entrepreneurship, and to promote innovative responses to the needs of these young participants. Finally, the project aimed to involve the ARN at the earliest stages of the process, to ensure coherency and consistency in the approaches, and to ensure that the rights of young people who transit to other institutional and regional spaces are guaranteed.

### **Strengthening of the ARN's Education and Training for Reintegration Model**

The ARN's Education and Training for Reintegration Model (MEFR, also called the "Time to Learn" and "Building Knowledge") is a pedagogical strategy to offer formal education to adults affected by violence, both combatants and receiving communities, in the country.

Since 2017, RPR has supported the Model by contributing to the development of its pedagogical approach and content, and by building spaces for coexistence and reconciliation that allow participants to strengthen their life skills and construct protective environments for their children; it is conceived as a means to boost reintegration into civil society at local level by providing academic, social and productive training. The project initiated at the end of 2017 with 31 educational institutions and 69 instructors hired and trained in the pedagogical content. Over its two years of implementation, 2,832 former combatants participated in the Model's Special Integrated Reading Cycles through 35 schools in 10 regions; 81%

of those registered successfully completed their courses; 370 people received high-school diplomas; and 228 and 574 completed their primary and middle school education respectively. In addition, the program included: certified trainings with the SENA; 40 Talent Fairs to share information about participants' experiences and stories, and to promote interactions between PPR and educational and host communities; the delivery of school, teacher, and student kits with essential course materials; and a communications strategy which promoted better articulation between the ARN, MEN, and SENA, and supported territorial education and access to services.



Socialization of the MERF at the Secretary of Education of San José del Guaviare

Several workshops were held to train territorial entities in the Model and follow-up has been conducted with the regional and national committees, which have included representatives from the Ministry of Education, local Secretaries of Education, SENA, and other educational institutions. Plans to transfer the Model to the local Secretaries of Education and other institutions (some having dedicated resources to the implementation of the Model) were elaborated, and this process was implemented in the following phase of the project. Of those surveyed, 73% recognize that participating in the MEFR strengthened their community ties, and 90% feel able to make autonomous decisions about their future.

In 2019, RPR focused on the institutional strengthening of the model, by training local professionals and promoting territorial appropriation. A pedagogical team of ten trainers, including eight MEFR teachers and two ARN professionals was constituted, 200 training kits on the MEFR were prepared and distributed to ARN territorial professionals, as well as teachers, rectors and officials of the Education Secretariats.

The program worked with the MEN for the periodic accompaniment of the pedagogical team in the elaboration and approval of new curricula and cognitive resources to improve the “Time to Learn” Model. RPR also supported the signature of a memorandum of understanding between IOM and the SENA and advocated for a better articulation between the MEN and SENA in order to promote the Model in territories not prioritized by the ARN. As a result of these efforts, the Model was strengthened by providing: support for the implementation of the Talent Fair in the municipality of Fonseca (Guajira); pedagogical materials (3,256 primers) to education secretariats of Popayán and Soacha; training students in Guaviare, Caquetá, Putumayo and Antioquia in cooperation with the SENA.

RPR also supported the development of the MEFR’s online educational tool by updating the virtual Resource Center and accompanying its transfer to the “Colombia Learns” platform, thereby increasing the Model’s visibility and availability. In the last quarter of 2019, the virtualization of the MEFR was completed in cooperation with the MEN and the ARN, which pioneered the Model. The MEN’s “Colombia Learns” platform offers learning materials in languages, mathematics, natural sciences, social sciences and citizenship education, including videos and courses in sign language. Different types of materials are available in order to reach as many population groups as possible.

In parallel, RPR reached out to the Governor of the Chigorodó Embera Chami indigenous reserve

(Antioquia), in order to design an alphabetization project for 76 women victims of sexual abuse in four Embera Eyabida communities, with the support of the Network of Women Victims and Professionals. The objective was to empower these women, and to help them become subjects of rights.

In the last quarter of 2019, the official name of the flexible education model “Time to Learn”, was finally changed to “Building Knowledge”.

**Tailored trainings for stabilization, early reintegration, and economic reintegration of former combatants**



For over a decade, the tailored training strategy of the ARN has been working in alliance with the private sector and state entities, with the aim to design trainings that will develop work skills and strengthen a person’s employment prospects. Thus, this strategy focuses on the economic reintegration of former combatants, which has been proved to be an essential condition for successful and sustainable reintegration. This tailored training model was also adapted, to design an innovative integral certified training strategy called the “Productive Environment Model”, which is presented below.



In the first half of 2018, the joint ARN-IOM committee received and reviewed project proposals, after which they determined a plan of the courses to be held. Each course was designed to last between 200 and 400 hours, and was attended by an average of 30 participants, of which the majority were PPRs, with a few spaces reserved for community members. The training courses started in five departments (Caquetá, Santander, Norte de Santander, Tolima and Valle del Cauca).

These training processes were determined following an assessment of the productive potential of the territory, and were previously agreed upon with strategic actors in the sector, such as entrepreneurs. RPR provided technical, financial, and operational support to this endeavor. It helped to improve the existing strategy and the coordination between strategic actors involved, it committed USAID funds but also contributed to raising funds from other actors, and it directly supported the implementation of the strategy in various territories.

By the end of 2019, a total of 24 tailored training projects ranging from construction and low voltage electricity to haircutting and cooking were carried out, benefiting a total of 606 people from conflict-affected regions across 11 departments (Caquetá, Tolima, Norte de Santander, Santander, Valle del Cauca, Bogotá, Cauca, Antioquia, Huila, Nariño, Tumaco). These trainings directly benefitted people in the process of reintegration, but also family members and community members.

### **Productive environments trainings for the stabilization, early reintegration, and economic reintegration of former combatants**

The “early reintegration in productive environments” and the “productive environments” models represent an innovative and integral version of the tailored training presented above. Conceived as integral, intensive and certified trainings, they started in early 2016 in Valle del Cauca, Huila, Cundinamarca, Caquetá and Meta, to support the

early reintegration of former combatants who had demobilized in the previous six months. Later on, the model was replicated and made accessible to other persons in process of reintegration and community members. Thus, the productive environments were not only conceived as trainings to develop work skills for demobilized individuals, but also as instruments contributing to stabilization, by reconstructing the social fabric and increasing employment prospects. This more integral and complete training model included psychosocial accompaniment, academic leveling, professional training, and communication skills, as part of an integral three-month long boarding school experience. Specific trainings were also created for elderly people and women heads of household, which, among other things, included recreational and educational activities for their dependent children who accompanied them. Each productive environment was locally designed and driven.



ARN Workshop for the community and communication strategies

Following initial successes, a methodology to expand the strategy across Colombia was designed. The project scaled up activities to other conflict-affected regions of Colombia. Several productive environments were implemented, providing trainings in areas as diverse as fish farming and egg production, cacao culture, coffee processing, fruit production, aloe vera transformation, clothing manufacturing, rural entrepreneurship and

livestock, agro-industrial processes, low voltage electricity, general services, cleanliness, and hotel industry.

Support for job placement was also offered in articulation with the private sector, and participants continued their reintegration process supported by the ARN's Territorial Group either in the project area or in their home regions. In total, 228 PPRs were trained, and 84% of them found employment. Although the direct beneficiaries of the project were

mainly the persons who received the training, this strategy also had an important impact as it permitted to raise awareness and increase visibility about the reintegration process and the importance of collective support and effort at the local level, including the private sector and educational institutions. This generated growing interest in developing new initiatives and participating more closely in the reintegration process. RPR's assistance covered technical, financial and operational aspects of the Model.

#### **RESULT 4: INTERINSTITUTIONAL COORDINATION AND COMMUNICATION**

**SUPPORT GOC KNOWLEDGE MANAGEMENT, INFORMATION SYSTEMS AND COMMUNICATION EFFORTS TO SUPPORT THE CLARIFICATION OF JUDICIAL STATUS OF EX-COMBATANTS, WITH SPECIAL EMPHASIS ON REINTEGRATION PROCESSES**

A series of initiatives and projects aiming to foster the Colombian population's understanding of the content of the Peace Accord, to strengthen community-based peacebuilding initiatives for reconciliation, and to improve institutional communication, were carried out under this result area. In total, 13 short-term and long-term projects were implemented across the country, each of them with a specific focus, such as: supporting the OACP in systematizing and analyzing Colombian civil society's proposals for the peace process; making OACP communication more inclusive and participative by building local networks for peace; formulating recommendation to the High Council for Post-Conflict (APC) on institutional architecture and communications for post-conflict public policies; promoting network for peace in the territories; training students in journalism and social sciences in communicating about peace and reconciliation in

creative ways; creating an online library of 600 reference materials on internal conflict and peacebuilding; strengthening the academic and investigative capacity of the Peace and Conflict Observatory (OPC) of the National University of Colombia to expand conflict-related research (armed conflict, peace processes, and collective and individual disarmament, demobilization and reintegration). Yet, the two most important projects under this Result Areas have been: the 'Educational Alliance for Building a Culture of Peace' and the

erf

'Territorial Networks for Peace', which both aimed to increase public knowledge of the Peace Accords and reintegration.



Discussing the Facing History Project with Professors in Bogotá.

In the same spirit of socializing the contents of the Peace Accord and promoting a culture of peace, the program held thematic conferences, community participatory mapping, tailored information campaigns, and delivered trainings for journalists

and national media. These efforts progressively shifted focus from the socialization of the Peace Accord, to the dissemination of the reintegration process. Transparent communications with receptor communities helped to reduce misconceptions, build trust, and encouraged broader participation in program activities.

In the first two years, the focus was also to strengthen interinstitutional coordination in the development of peacebuilding activities, with the inclusion and participation of the private sector and communities, at departmental and local levels. This was achieved by convening participatory workshops, conducting joint mapping exercises, promoting reconciliation, and through the implementation of projects such as the ICBF family advocates and the Cali Mayor's Office projects, as well as the OACP's peacebuilding initiatives. A total of six projects were undertaken under Result 4.1 over the course of the program. Several of them worked with key actors in the area of reintegration, such as the ICBF or ACR, in order to strengthen their institutional and regional capacities to ensure the successful reintegration of former combatants and to guarantee and protect the rights of minors exiting the FARC. For example, 200 ICBF Family Defenders were trained by the Colombian National University to provide verification and rights guarantees for minors. On the other hand, RPR also successfully facilitated inter-institutional and inter-sector collaborations to support social reintegration processes through a data collection effort and inter-institutional collaborations (the EBSANNA survey).

In the area of transitional justice, RPR reached an inter-administrative agreement to expand and improve the SIJIT database, increasing access to information by relevant entities. With RPR's financial and technical assistance, this web service was improved, adjusted and updated, to cater for the specific needs of all participating institutions. That way, the exchange of information was facilitated, and new work procedures to upload and update

information within the system were established. The SIJIT was built on the foundations of its predecessor, the Inter-institutional Justice and Peace Information System (SIJYP), which resulted from IOM and USAID support to the GoC under the CORE Program, during the demobilization of the AUC. Indeed, the demobilization of the AUC had highlighted the need to better register, process and share information on ex-combatants prior to their dispersion, a shortcoming that had led to administrative and judicial problems, and lack of attention throughout the reintegration route.



5<sup>th</sup> Congress of Restorative Justice Practices

On the other hand, the Youth Restorative Justice (JJR) project was implemented, in order to consolidate practical strategies for the implementation of a comprehensive policy against crime, where restorative justice would play a key role by including moral, symbolic and emotional reparation components. The Restorative Justice Program addressed the absence of restorative process within the adolescent penal system. Although the guidelines and orientations of the Code for Children and Adolescents mentions the necessity to guarantee the comprehensive protection of minors, the pedagogical nature of the measures, the search for restorative justice and the obligation of the judicial authorities to give priority to the best interests of the child, the criminal responsibility system in Colombian remains overly oriented toward retribution. Through several initiatives, RPR sought to promote restorative practices and restorative

systems that tend to reduce recidivism and contribute to building stronger communities. In the context of the disengagement of minors from FARC ranks, the issue of restorative justice took on great importance.

**RESULT 4.1** INTER-INSTITUTIONAL COORDINATION TO FACILITATE IMPLEMENTATION OF REINTEGRATION PROCESSES WITH EMPHASIS ON LEGAL STATUS AND ECONOMIC AND SOCIAL REINTEGRATION IS INCREASED

### ICBF family advocates

This project aimed to provide technical and financial assistance to strengthen the capacities of ICBF family advocates in the guarantee of rights and reintegration of children and adolescents. Together with Colombia's Universidad Nacional, the program designed and implemented a certification course to improve family advocates' efforts to protect and reestablish rights, with an emphasis on the reintegration of children and adolescents. A total of 200 family advocates completed the course in Bogotá, Cali, Medellín and Bucaramanga.

### Inter-sector collaboration on Survey of Health and Wellbeing among Children and Adolescents in Colombia (EBSANA/EVCNNA)

This project convened various institutions (MSPS, USAID and IOM), international cooperation bodies, and interinstitutional collaborations in order to realize a large-scale survey on health and wellbeing among youth in Colombia. It is expected that the results of the survey will serve as an input for the development of a National Response Plan, to prevent and respond, in a more effective manner, to violence against CHA&Y across the country. In cooperation with the Center for Disease Control (CDC), the Ministry of Health, USAID HRH 2030 Program and the IOM, the program ensured that the EBSANNA technical team's approach was conform with national and international protocols and quality

standards so that the results could later be included in the national survey system.

The collection of information was completed in the fall of 2018, with 5,218 effective surveys having been implemented (117% of the minimum target).



Launch of the EVCNNA - Bogotá

According to preliminary findings, 40.8% of girls and 42.1% of boys in the four cities under study (Bogotá, Medellín, Cali and Barranquilla) have been victims of sexual, emotional, or physical violence. In prioritized municipalities, this percentage rises to 45.4% for girls and falls to 40.4% for boys. Meetings with public and international entities were held to share these preliminary findings.

Based on these preliminary findings, six territories were prioritized for the Violence Prevention Response Plan: Medellín (Antioquia), El Bagre (Antioquia), Buenaventura (Valle del Cauca), Cúcuta (Norte de Santander), Timbiquí (Cauca), and Mitú (Vaupés). In these municipalities, actions were undertaken to: i) Strengthen information systems within the Integrated Gender-Based Violence Information System (SIVIGE) through training and knowledge management; ii) Strengthen prevention and attention actions through training and social participation and institutional coordination; and iii) Evaluate the integrated approach to GBV.

In the last quarters, the name of the project was adapted in order to reflect the specific focus of the survey on the violence against CH&A. The final results of the EVCNNA survey were published and disseminated in different political and technical



settings and with the wider public, to sensitize communities about prevention actions and integral care for victims of all types of violence. The situational analysis identified risk factors for the prevalence of each form of violence included in the survey (sexual, physical and psychological). For their part, communities conducted a critical analysis on the role of the state in protecting the rights of children and adolescents in the country, which also addressed difficulties in family and educational environments. Inter-sectoral coordination for the construction of a response plan to prevent and address violence against CH&A is being strengthened, together with representatives of state institutions and international cooperation agencies.

The final report of the survey was finalized in the last quarter of the program, and was later disseminated and socialized across the country and at international level. In parallel, the consolidation and revision of the information for the certification by the DANE was undertaken. Finally, a closing event was held in January 2020, to share the advancements and results of the prevention component of the EVCNNA. The project strengthened inter-institutional collaboration between the ICBF and the SIVIGE, and gave an impulse to the National Alliance against violence against CH&A.

**RESULT 4.2 THE GOC'S TRANSITIONAL JUSTICE INTER-INSTITUTIONAL DATABASE EXPANDED, IMPROVED, AND AVAILABLE TO RELEVANT ENTITIES**

**SIIJT system for transitional Justice (MJD) Ministry of Justice**

This project supported the MJD's Transitional Justice Directorate to strengthen the Transitional Justice Interinstitutional Information System. It was implemented in several phases and included: i) interoperation phase, involving dialogue and initial information sharing; ii) development of more sophisticated tools (web services, modules, etc.) to

establish an improved system information management over the long term; and iii) maintenance and improvement of systems and tools. The overall objective was to support the implementation of the transitional justice framework by relevant government entities, particularly related to reintegration of demobilized adults and disengaged children and adolescents.



Transfer of the Program of youth Restorative Justice – Barranquilla

In the first year of the project, four institutions started sharing information through the SIJJT: i) the ACR provided information on reintegration for demobilized adults; ii) the National Penitentiary and Prison Institute (INPEC) offered information on detention facilities where ex-combatants deprived of their liberty are located; iii) the CNMH covered truth agreements; and iv) the Group for Humanitarian Assistance to Demobilized Individuals, focused on certifications of the Operative Committee on Laying Down Arms (CODA). Four years later, a total of 18 State institutions participated in the SIJJT.

In its second year, the project progressively incorporated new modules and functions to the system, such as the transitional justice map, mobile units, specific modules and web services. It occasionally provided support to meetings and events to promote and support information sharing, for example with the National Police's Directorate of Criminal Investigation and Interpol (DIJIN). The technical team ensured continuous improvements to the functioning of the SIJJT, and provided continued



back office and helpdesk support to participating agencies and ministries.

The Phase II of the strengthening of the SIIJT was launched following a user survey conducted at the end of 2017, in which users also attested to the extent to which the information in the system improved the quality of their work and the services they were able to provide to their clients.

The System now has three types of users: i) direct users (Ministry of Justice and Rights, Office of the Ombudsman, National Protection Unit, Office of the High Commissioner for Peace, and the Victims' Reparation Fund); ii) indirect users, whose systems operate as independent SIIJT modules (CNMH, Office of the Attorney General, and the Mobile Assistance Unit); and iii) webservice users who are independent from the SIIJT (ARN, National Penitentiary and Prisons Institute, Ministry of Defense, National Information Network, CNMH, National Justice Statistics Systems, National Registry of Civil Status). In total, the system gathers updated and uploaded information on 61,188 demobilized individuals, 40,000 assisted victims, 5,015 applicants, and 900 assets files.

The SIIJT has facilitated the process of implementation and development of different transitional justice mechanisms by standardizing work procedures, promoting interoperability, and the consolidation and exchange of online and real time information and figures on Applicants, Assets, Demobilized Persons, Victims and Exhumations. At program closure, the MJD had appropriated the system's management and 90% of its funding was covered by the GoC.

### **Application of youth restorative justice in the SRPA**

This joint undertaking between the IOM and the MJD started in 2016 in Cali and Bogotá, before extending to Medellín in 2018. Its main objective has been to obtain empirical evidence through local experiences on the practical development of restorative

processes, to serve as a basis for the formulation of guidelines at the national level. In this sense, the project has sought to establish instruments for the entities of the SRPA with the aim of promoting access to justice, in accordance with the philosophy of restorative justice, and as part of a broader strategy of State response to the phenomenon of juvenile delinquency.

Through its localized pilot projects in the three main cities of the country, the Program developed a methodological guide for national and territorial authorities of the System of Criminal Responsibility for Adolescents and the Educational and Community System, incorporating various restorative practices: proactive (building relationships), preventive (raising awareness of risk and protective factors) and reactive (addressing tensions and conflicts through restorative processes such as circles, school mediation and restorative meetings).

The JJR project focused on strengthening Colombian institutions, especially the Ministry of Justice and its officials on the ground, SRPA officials, and local authorities, in restorative practices and specialized attention to CH&A in conflict with the law. In 2018 alone, 837 officials from 55 institutions (37 related to PRS and 18 working indirectly with the system) in Bogotá, Cali and Medellín were trained (572 women and 265 men). On the other hand, the program also provided support in the processing of cases: 22 cases involving 48 victims and offenders were also dealt with, with 25 family members participating in the restorative practices. Of these cases, eight ended with restorative agreements.

The fourth phase of the project focused on institutional strengthening in seven cities. RPR provided support to the MJD in its transfer of the JJR program to the following departments: Antioquia, Valle del Cauca, Quindío, Cesar, Atlántico, Tolima and Santander. Joint visits were made in order to socialize and share information about the implementation of the project, with the participation

of delegates from the Departmental and Municipal Secretariats, the Ministry of Education, Ministry of the Interior, the Public Prosecutor's Office, the ICBF and the High Council of the Judiciary. Experiences were exchanged between two other departments which already implemented their own JJR, for an overall coverage of 30% of the national territory.

The Fifth International Congress on Justice and Restorative Practices was organized with the support of the Ministry of Justice, ICBF and the Government of Atlántico was held in Barranquilla, with RPR Transitional Justice area's support. Both national and international delegates were present, and the implementation experiences of the JJR Program were shared by delegates from the territorial entities. The National System for the Coordination of Youth Penal Responsibility (SNCRPA) has promoted coordination process among the Departmental Committees in each of the territories. In total, 80 entities and a total of 413 public officials across the different territories were trained. The MJD-IOM provided technical assistance and monitoring of the implementation of the JJR program by local entities. Three communication pieces (4 videos, a virtual course and an evaluation) were produced, aimed to promote and socialize the program's achievements and objectives.

Finally, the "SRPA Justice League" pilot project was implemented in the last three quarters of the program. It aimed to empower and promote social inclusion of young people within the SRPA, involving offenders, victims, communities, and families in restorative processes. Through a storytelling process based on superheroes, the project's objective is to lead young to admit responsibility for wrongdoing, restore victims and reconcile with families and communities, ultimately, repairing affective ties and preventing recidivism. 105 adolescents and young people who are serving custodial sentences in Specialized Attention Centers (CAE) in Antioquia, Atlántico, Cesar, Norte de Santander, Quindío,

Tolima, and Valle del Cauca and 50 family members benefitted from this initiative.

<b>RESULT</b>	<b>4.3</b>	<b>COMMUNICATION</b>
<b>STRATEGY</b>	<b>AND</b>	<b>INFORMATION TO</b>
<b>INCREASE</b>	<b>PUBLIC</b>	<b>KNOWLEDGE</b>
<b>REGARDING</b>		<b>REINTEGRATION</b>
<b>EFFECTIVELY DISSEMINATED</b>		

### Territorial Networks for Peace

This project aimed to ensure that the Colombian population knew, understood, discussed, appropriated and mobilized to end the conflict and support peacebuilding in the last few months of the negotiations and at the beginning of the implementation of the Peace Accord. The focus was on making the OACP's education and communication strategies more participative and inclusive, through



*Peace building workshop in Tumaco, Nariño*

coordination with local peace initiatives and strategies. RPR held educational exercises to present the accords to local communities and public officials, supported recreational activities and the creation of recreational spaces as rapid response actions for peacebuilding and reconciliation. The project prioritized work with youth, business leaders and public officials as key actors for peacebuilding. Several videos were produced together with the Ministry of Information and Communication Technologies to share community-based actions for

peace. Specific communication contents and events were designed for the youth. 400 Peace Ambassadors were certified and booklets and infographics on the peace process were produced to share information on the accords.

### **Support for GOC communication and press events**

The RPR program supported the ACR/ARN, ICBF, CIPRUNNA, JEP, and other GoC entities in the organization of events and activities related to development, evaluation and positioning of national-level intervention policies for reintegration of disengaged and demobilized populations, recruitment prevention and peacebuilding. This has included: the dissemination of prevention plans for vulnerable populations; support for the community radio station strategy “#PazalaPaz”; the socialization of the RPR Strengthening Protective Environments Strategy; workshops to share information about the peace accords reached in Havana; a presentation on the reintegration of ex-child soldiers in the Nasa Indigenous community; hosting of private sector leaders meetings; the presentation of the SIJT; the premier of the film ‘Pasos de Heroe’ in Bogotá and Medellín; the creation and publication of press releases; the design and implementation of communications strategies for the “Local Peace Initiatives: Building safe and resilient communities”, the “Differential Life Path” for young people exiting the FARC, and the “My Future is Today” project; the celebration of the International Day against the recruitment of children, youth and adolescents by illegal armed groups on February 12, the International Women’s Day on March 8, the International Day of the Girl on October 11, and the International Day for the Elimination of Violence Against Women on November 25; support for the branding and social media content and mass communication of the Mechanism for the Rapid Response of CH&A reported missing and the Truth Journeys; the creation of graphic materials for the 5<sup>th</sup> International JJR Congress; the publication of the “Do It like a Girl” bulletin; the production of short videos

on the Girls Advisory Committee; the dissemination of the Self-Care Strategy for ARN officials; the production of MEFR contents in language signs videos, the creation of videos and a virtual course to support transitional justice projects for the institutions responsible for the application of JJR.



Particular successes include support for CRM closeout activities through November/December



2016; the #Transformers strategy to highlight the role of women in society; the closing event of the Differential Life Path program; collaboration with the ICBF and the Presidency of the Republic, to present and publicize the results of the EVCNNA survey; and the organization of the RPR closing event in January 2020.

The communication team continuously built the photographic record of events, workshops, and

project activities. It supported the dissemination, visibility, and education mechanisms to strengthen prevention and assistance strategies for disengaged and demobilized populations and youth

entrepreneurs. Several closing events were held in the territories in order to celebrate the conclusion of projects' activities and their transfer to local communities and institutions.

## INTEGRATION OF CROSS-CUTTING ISSUES

Differential approaches to prevention, reintegration and justice, have composed the prism through which RPR conceived all the projects and strategies presented in the previous sections. Thus, a differential approach according to gender, life cycle, LGBTIQ+ communities, persons with disabilities and ethnic communities was streamlined across all program areas. Efforts to include cross-cutting approaches focused on three priorities: i) the development of punctual projects with a differential focus, such as the project that spelled out Guidelines for an indigenous prevention route; ii) the creation of toolboxes and pedagogical instruments with a differential approach; and iii) the training of GoC public officials, implementing partners and RPR staff in differential approaches.



Participants in the second session of the Girls Advisory Committee in Bogotá

More precisely, the program worked toward promoting and adjusting its government and non-government partners' conceptual documents, strategies and methodologies, in order to include gender approaches, non-hegemonic masculinities and women's rights, with a strong emphasis on the prevention of discrimination and gender-based violence (GBV). Tools and methodologies such as

MILA and Menstru-Action were transferred to government, local authorities and indigenous communities at the end of the program.

RPR also guaranteed a life cycle approach to respond to the differential social, political, economic, cultural and family needs of children and adolescents throughout their life cycle. In close cooperation with the CIPRUNNA, the ICBF Child Welfare Observatory, the Victims Unit and the AGO, RPR focused on the implementation of prevention initiatives, the restoration of disengaged CH&A's rights and their access to reparations, the strengthening of comprehensive protection and reintegration mechanisms, and awareness-raising processes. It also promoted children and youth participation in debates and policy-making about prevention, sexual violence, reintegration and peacebuilding. Community leaders and ethnic authorities played a central role in RPR's strategy; they received training in building and maintaining protective environments for children and adolescents, and will themselves be responsible for rolling out the methodologies with support from local partners.

The inclusion of a disability approach has been more challenging, due to the negative correlation between "disability and health" which has impeded the ACR to guarantee comprehensive access to rights for persons with disabilities within the reintegration route. Yet RPR developed partnerships with several NGOs and networks to promote labor inclusion models for people with disabilities, training models about disabilities for ACR/ARN staff.

This section outlines principal program efforts with regards to cross-cutting issues.

### General

- The Program worked to increase knowledge and know-how among GoC reintegration professionals and implementing partners (IP) on specific groups, such as women, ethnic communities, children and



youth, persons with disabilities and LGBTIQ+. IOM provided training of GoC field teams on legislation, institutional policies and mainstreaming tools. Particular attention was paid to ensuring that reintegration professionals did not reinforce stereotypes, especially gender stereotypes, in relationships with participants. IOM also helped the GoC increase its understanding of the needs of Afro-Colombian and LGBTIQ+ populations.

- RPR worked with GoC and civil society to identify and make available networks to specific groups on the basis of their multiple identities. Ex-combatants can be female, youth, or members of ethnic groups; they have multiple identities that can facilitate their reintegration in ways that are often disregarded in reintegration programs. By taking the multiple identities of each ex-combatant or victim into consideration, a broad range of opportunities for reintegration are unveiled. In this sense, communities and reintegration networks can be fostered for different groups (elderly, mothers heads of households), through referral to existing benefits and social programs designed for this specific group. IOM worked with the GOC and civil society to identify and make available these opportunities for reintegration.
- Support GoC to enhance participation of specific groups in program design and decision-making, including implementation of the Participation Protocol for child victims of conflict. IOM proposes to support the GoC to engage these groups more frequently and directly in decisions that affect them. Engagement can be achieved through national workshops and retreats, such as the CHS-sponsored encounters where young victims from the entire country came to Bogotá to voice their perspectives on the peace process, local events. Engagement can also come via virtual meetings or exchange platforms.

## Gender and Sexual Orientation

- A total of 35,787 girls and women benefitted from actions taken by the RPR program to promote a gender perspective.
- The project to strengthen RPR's cross-cutting gender approach was implemented along four lines: i) strengthening project teams' capacities in differential approaches; ii) creating content and knowledge management products on differential approaches; iii) strengthening indicators and the reporting of results on differential approaches; and iv) a Girls Advisory Committee.
- A pedagogical toolbox on differential approaches, including the MILA methodology, was consolidated and transferred to institutions and social organizations implementing prevention and reintegration policies.
- ARN training materials with a differential approach for gender, ethnicity, persons with disabilities and life cycle were updated and virtualized.
- RPR raised awareness and promoted: girls' and women's participation in community spaces; the recognition of the rights of women and girls through menstrual education; cultural transformation; new masculinities; and the prevention of Gender-Based Violence (GBV).
- A cycle of academic conferences about sexual violence in the context of armed conflict was held, raising awareness and public debate about overlooked issues such as children born from sexual violence.
- RPR supported and collaborated with women networks, such as the Network of Victims Women and Professionals, women peacebuilders or indigenous women.
- "Word Circles" with girls at risk or victims of trafficking were held.
- The program supported Women's House, which provided psychosocial and safety to women.
- Women and girls were encouraged and empowered to address GBV, sexual violence, adolescent pregnancies, stereotypes and other challenges

encountered in their reintegration route through art and political activism.

- Women gained skills and employment prospects through productive environment trainings.
- Specific productive environment trainings were organized for women heads of family, who were accompanied by their children throughout the three-month training process.
- Beneficiaries across different program areas and projects were trained in menstrual education and sexual and reproductive health. The objective was to raise communities' awareness and consciousness about women's rights. (Peace Managers strategy, productive environments, CRMs, SRPA, indigenous communities).
- Beneficiaries across different program areas and projects received menstrual kits.
- The Menstru-Action methodology was transferred to indigenous and Afro-descendant communities, and discussions were held about sexual and reproductive health and care for women and girls, with the participation and commitment of men and intergenerational participation.
- Reflections and discussions were held with CHA&Y and communities about sexual diversity and LGBTI populations in order to break taboos and include these minorities in communities' projects.
- Indigenous women victims of sexual abuse were supported and empowered through alphabetization courses.
- Transversal projects about sexual education, Menstru-Action and citizenship were held in educational institutions.
- Menstru-Action leaflets were produced, with the inclusion of specific content for persons with disabilities, and in a format adapted to persons with low vision.
- The "Female Entrepreneurship" (Emprender en Femenino) strategy was launched, focusing on social and collective entrepreneurship for teenagers and women.
- Young women, including pregnant women received support through the Differential Life Path program.
- The program sought to raise awareness about men's and boys' role in guaranteeing the rights of girls and women, through strategies of menstrual education, new masculinities and deconstruction of gender stereotypes.
- Creation of a Girls Advisory Committee composed of 14 girls who reviewed and assessed the gender and youth perspectives of RPR projects. The girls' leadership and communication skills were strengthened throughout four Annual Committee Sessions.
- The "Do It Like a Girl" (Hazlo como niña) bulletin was regularly produced to raise awareness about girls' rights.
- Organization of commemorative activities for the International Day of the Girl Child and the International Day for the Elimination of Violence against Women, and the following 16 days of activism.
- Research was carried out to better understand the participation of adolescent and young women in gangs.

### **Life-Cycle**

- Inter-institutional coordination for the exchange of information on recruitment of CH&A in Colombia was promoted.
- RPR supported and facilitated Inter-sectoral coordination for the construction of a Rapid Response plan to prevent and address violence against CH&A.
- Analyses of child trafficking for sexual exploitation and forced labor in Meta and Tolima were completed.
- Reintegration, attention and protection programs for CHA&Y and elderly people were strengthened.
- Public officials from GoC entities responsible for reintegration and prevention of (re-)recruitment (ICBF, Mayors' Offices, Family Defenders, National

Ombudsman's Office, etc) were trained in differential approaches and differential attention to CHA&Y and elderly people, with an emphasis on sexual violence, attention to migrant CH&A.

- Differential approach tools that include contents on life cycle, from children to elderly people, were transferred to relevant GoC agencies.
- The MVRO methodology has permitted to map risks and vulnerabilities of CHA&Y in order to identify priority areas for action and support.
- Technical assistance was provided to departmental government toward the development of action plans to prevent youth crime.



Children, adolescents and young people participate in a community-led violence prevention and attention response plan, El Bagre (Antioquia), 26 June

- Plans for the prevention of violations and victimizing acts have been prepared in the following areas: sexual and commercial exploitation of children and adolescents; sexual violence; recruitment of children and adolescents by organized criminal groups and GAI; and child labor.
- Parents, teachers, and community leaders were all actively involved in the creation of protective environments for CH&A, through sports, arts, and recreational activities.
- Healthy lifestyles and positive use of free time were promoted for the prevention of recruitment, of drugs consumption and teenage pregnancy.

- A dedicated space was created to care for the children of participants in the productive environment trainings.
- Youth initiatives for the prevention and protection against recruitment, use and utilization of CH&A were supported.
- The Differential Life Path Program supported disengaged young people's professional and vocational initiatives during their transition from the ICBF to the ARN's accompaniment route.
- Young people implementing local prevention initiatives such as the Parceros sustainable reintegration peace project in Medellín or the Eco-Tourism Collective La Perseverancia in Bogotá received trainings, psychosocial support and employment advice, and support for their productive initiatives and life projects.
- The project "Schools for Peace" focused on children and youth and sought to address their experiences in the conflict. It included components for indigenous children.
- Adolescents and youths received certified training in coffee transformation, cupping, agriculture, and else.
- Trainings in citizenship, peacebuilding, and human rights were offered to CHA&Y.
- Activities to sensitize CH&A about the consumption of psychoactive substance and sexual exploitation were held in indigenous reserves.
- The "I Feel my Rights" strategy raised awareness about the Human Rights of CHA&Y and elderly people.
- The Education and Training for Reintegration Model/Time to learn provided updated and virtual learning materials for persons beyond school age who did not complete their school education.
- Specific productive environment trainings were carried out for elderly people.
- Formulation of guidelines for a differential indigenous prevention route.

- Promotion of intergenerational dialogue within indigenous and Afro-descendant communities, allowing for the exchange of experiences and views about violence, recruitment and sexual and reproductive health between CHA&Y and elders.
- RPR supported youth empowerment and participation in public matters through artistic and cultural forms of expression of CH&A.
- RPR supported Youth Community Initiatives for prevention. These included activities on sexual and reproductive health and rights.
- Truth Journeys promoted the participation CHA&Y in the construction of truth, the causes and consequences of the armed conflict, and in the guarantee of non-repetition.
- JJR is a means to empower children and youth and prevent their involvement in criminal activities. It supports their life initiatives and assists them in developing skills.
- The SRPA's Justice Restorative League empowered young people from the SRPA and prevented recidivism.
- Support was provided to increase the security and promote the rights of migrant CH&A from Venezuela who are at risk of recruitment, use and utilization and engagement in informal economies.
- The issue of children born from sexual violence and the differential attention and care they require was put on the agenda of advocacy groups, decision-makers and professionals.
- The EVCNNA survey revealed that 40% of the persons surveyed (men and women aged between 13 and 24) had been victims of some type of violence in their childhood (either physical, sexual or psychological).
- Events were organized for the International Day against the recruitment of CHA&Y by illegal armed groups on 12 February.

### **Indigenous and Ethnic Groups**

- Across its projects, RPR promotes a differential approach for indigenous and ethnic communities

and cultural sensitivity. The objective was to build community ties, empower these communities and create protective environments for the prevention of recruitment and violence, including sexual violence.

- GoC entities working with indigenous communities (ICBF, ARN especially) received training, guidelines and tools in differential approaches.
- RPR provided support for the creation of a differential prevention route for indigenous CH&A which shall be implemented through 30 pilot projects over 2020.
- RPR facilitated the design of guidelines for a public reintegration policy with an indigenous ethnic approach, together with ONIC and the ARN.
- RPR facilitated demobilized indigenous persons' conceptual and practical understanding of the JEP, the Special Indigenous Jurisdiction, and the reintegration process.
- A differential approach was included in CRM and local initiatives. Several community initiatives were implemented with indigenous communities.
- Self-diagnoses working groups were held to identify psychosocial risks for indigenous CH&A in their communities, at school, and inside families.
- Contacts between indigenous communities and local administrations were facilitated, for example for the design of local development plans.
- Ethnic communities' participation in the Territorial Councils for Peace, Reconciliation, Coexistence and Non-Stigmatization was promoted.
- Indigenous communities participated in protective environment trainings.
- Around 70% of the Managers of Citizen Culture for Peace in Cali, self-identify as Afro-Colombian, and up to 5% as belonging to indigenous communities. The Strategy promotes social inclusion for vulnerable groups.
- MEFR trainings were adapted to and translated into the communities' languages, in order to prevent the recruitment and use of CH&A in la Guajira.



- Prevention initiatives for CH&A, focusing on arts, communication and skills were implemented in Indigenous Reserves.
- Indigenous CHA&Y and communities at large were empowered through artistic activities, alphabetization courses, adaptation of training materials into their languages. Initiatives were carried out to preserve their ancestral knowledge and cultures.
- Indigenous CH&A formed CH&A Advisory Councils and participated in community decisions in Indigenous Reserves.



- Intergenerational dialogue was promoted to strengthen social ties and create safe spaces for the participation of CH&A.
- The Menstru-Action methodology was transferred to indigenous and Afro-descendant communities, thereby increasing protective environments for vulnerable CHA&Y and indigenous women.
- Women's agendas were promoted in Indigenous Reserves, leading to reflections and discussions over sexual and reproductive health.
- In the context of the humanitarian emergency related to Venezuelan migration at Colombia's eastern border, the program supported the ICBF and the Integral Mobile Protection Team (EMPI) in providing assistance to Venezuelan migrants, and in particular to breastfeeding mothers, pregnant

women and children pertaining to indigenous communities.

### Persons with Disabilities

- All RPR projects streamline a differential approach for persons with disabilities, with the objective to protect, train and empower them, and increase their capacity to actively participate in community life and initiatives, including the Territorial Peace Council (TPCs).
- The second edition of the Menstru-Action methodology included content of menstrual education and hygiene addressed to persons with disabilities or their caregivers. Its format was also adapted to international standards in order to facilitate its use and readability for people with low vision.
- The updated and digital contents of the differential approach training materials of the ARN include a focus on persons with disabilities.
- The virtual tool of the MEFR "Building Knowledge" was developed into language signs videos, in order to increase the inclusivity and accessibility of the training materials for persons with auditory disorders.
- The participation of women, members of the LGBTI population, ethnic population, and people with disabilities to the Territorial Councils for Peace, Reconciliation, Coexistence and Non- Stigmatization, and their contributions to the construction of peace was prioritized.
- The voices of persons with disabilities who participate in the Territorial Councils for Peace, Reconciliation, Coexistence and Non-Stigmatization was promoted through audio registries on actions that have contributed to peace building.
- Together with professionals from ICBF's Mobil Unit, RPR contributed to the creation of a differential methodology for attending to persons with disabilities.
- RPR trained ARN officials in providing tailored services to ex-combatants with disabilities.

- RPR supported the production of various ICBF documents in braille for blind children.
- A disability component was implemented as part of the “Diverse Forest” Methodology with ICBF’s Mobile Units to promote autonomy and eliminate (physical and social) barriers for people with disabilities.
- The Secretariat for Social Well-Being developed the “Disabilities without Borders” strategy, which aims to promote equality for people with disabilities in Santiago de Cali. Three Peace Managers with reduced mobility benefited from it.

### **Private Sector**

- RPR promoted the inclusion of the private sector in prevention and reintegration strategies.
- RPR supported dialogue on the benefits and opportunities of peace for the private sector through meetings and weekly bulletins distributed to local business leaders.
- RPR sensitized local government officials and private sector representatives to issues related to ex-combatants’ reintegration and employment opportunities.
- Partnerships were concluded with different private sector companies, to actively include them in the prevention and reintegration strategies promoted by RPR.
- RPR leveraged private sector contributions for reintegration and recruitment prevention.
- Multiple regional and national Colombian private sector companies offered trainings and employment opportunities to RPR beneficiaries (both ex-combatants and community members), in the framework of the Early economic Reintegration model, the Productive Environment trainings, the Peace Managers strategy, the Life Initiatives, etc.
- RPR supported the Center for Historic Memory to develop a private sector engagement strategy.
- Together with Fundación Ideas para la Paz, RPR developed a legal technical document on the role of

the private sector in transitional justice in a post-conflict scenario.

- With RPR’s support, the ARN facilitated the development of labor profiles of ex-combatants and through a partnership with Colombian private social employment services have developed routes for private sector employment, including one specific route for ex-combatants with disabilities.
- RPR engaged universities to provide research and technical support on the promotion and guarantee of human rights.
- The Program engaged the private sector and academia in developing pedagogical plans for preventing recruitment through educational content in primary schools.
- Coordination with collectives and private actors for the construction of protective spaces for CHA&Y.
- The private sector sponsored materials and equipment for program beneficiaries (paints, sports equipment, for example).
- Private sector companies supported the “Parceros” strategy and hired young beneficiaries in Bogotá, Cali and Medellín.
- Youth from the Differential Life Path program received academic levelling at the Kumon educational center to become eligible for technical or professional trainings.
- Cooperation was established with several companies to support the Life Initiatives of disengaged CH&A, and facilitate their employment.
- With private sector cooperation, young people received social, educational and basic productive skills in ICT issues, seeking to increase access to economic opportunities and improve their employability and entrepreneurship options.
- The private sector provided support for MEFRs with educational kits.
- 30 community initiatives for the prevention of recruitment, use, utilization and violence against CH&A were implemented with the support of the private sector.

- Small and medium enterprises supported community projects at the local level by purchasing products from communities' productive initiatives, and ensuring the positioning of the products on local markets.
- Articulation with various private companies, including *Artesanías de Colombia*, the Chamber of Commerce, Compensation Funds, Impala, Actuemos, and Seacor, to strengthen community initiatives emerging from the CRM.
- The production of contents for the “MenstruAcción” leaflet and workshops were elaborated in partnership with *Soy Cíclica* and *Red en Femenino*.
- The DMM was handed over to the GoC. Its content helped Colombian authorities and the ICBF to better grasp the phenomenon of street children and build more efficient responses and attention policies.
- RPR responded to the needs of the migrant Venezuelan population by setting up several projects in the last year.
- RPR helped the ICBF build a Comprehensive Protection Mobile Team to provide psychosocial support to the migrant Venezuelan population, in particular to CHA&Y from the Amorua, Sikuni, and Panares indigenous communities, in Puerto Carreño.
- RPR provided support and coordinated service offers of the ICBF and Secretaries of Education in the region.

## Migration

- Migración Colombia has been a key participant in the intersectoral rapid response system to respond to reports of missing CH&A.
- In 2019, the Program trained public officials in attention to migrant children in humanitarian contexts in the Americas.
- An online training on migrant youth in the Americas was created and made available on IOM's E-campus.
- Virtual courses on migrant children in Colombia and DDR for CHA&Y were also uploaded.
- Family defenders and technical teams at local level were trained to incorporate a differential approach to violence prevention for migrant children and youth, who face different risks and challenges due to their particularly vulnerable conditions.
- Strengthening of local government capacities in protecting migrant CHA&Y and preventing the violation of their rights.
- With the working group on Migration and Youth, and in coordination with other UN agencies (UNHCR and UNICEF) and the ICBF, RPR set up a Displacement Monitoring Matrix (DMM) for the prevention of violence against migrant CH&A.
- The DMM project was built in coordination with IOM's Strengthening of Migration Governance program.
- 394 migrant CH&A from indigenous communities received attention and were referred to the Departmental Secretariat of Education and the MEN to be included in the school system.
- 105 life jackets were donated by RPR and benefitted 289 CH&A who daily cross the Orinoco River from Puerto Ayacucho (Venezuela) to attend the Antonia Santos School in Casuarito (Colombia).
- Venezuelan indigenous families in Puerto Carreño received kits for their fishing and craftwork activities, and contacts were made with the SENA and Corporinoquia to develop a training offer in craftsmanship and fisheries.
- RPR strengthened ICBF service offer for children aged between two and five, breastfeeding mothers and pregnant women from indigenous communities in settlements of Puerto Carreño.
- A Technical Sub-Working Group bringing together the working groups on Children and Migration and Refugees was created to coordinate responses to migrants' needs in Vichada.
- The EVCNNA survey has permitted to identify differential forms of discrimination, aggression or violence faced by migrant children and youth. Further research on this matter is highly needed.

- As part of the Training Model for Citizenship for the prevention of recruitment, use and utilization of CH&A, RPR developed a strategy on the prevention of xenophobia for educational institutions.
- This strategy provided educational and pedagogical tools to address the issue of xenophobia against migrant girls, boys and adolescents in schools.
- An academic levelling program was designed for migrant Venezuelan children.

## **SUSTAINABILITY**

In terms of sustainability, the program worked along three axes: programmatic sustainability, resource sustainability, and geographic sustainability, limiting the geographic coverage of its interventions toward project closeout, and continuing to ensure that government institutions, communities, civil society organizations, and the private sector strengthened their capacities and skills.

The program's approach has been to provide structured technical accompaniment to the GoC and its different entities involved in prevention and reintegration processes. By training public officials, transferring strategies and methodologies, consolidating routes and attention, RPR strengthened local capacities and initiatives thereby guaranteeing the sustainability of actions aimed to respond to the challenges arising from the post-conflict era and to promote social stabilization.

Firstly, working hand in hand with communities, citizens, public officials and representative of the GoC permitted to formulate policies and methodologies that are more precise, inclusive, and tailored to the existing needs and requirements, which has strengthened overall sustainability. This approach permitted to strengthen territorial integration.

Secondly, the program sought not only to promote interinstitutional dialogue between different GoC actors, but also to institutionalize permanent forums for coordination and exchange, and to formalize

processes, protocols and routes oriented toward sustainability; RPR thus established mechanisms aimed to ensure the adequate implementation of projects and strategies in order to ensure that public policies generate expected results. The overall objective is that these bodies transcend the presence of specific public officials or actors, and transform into stable and sustainable processes over time.

The sustainability of economic reincorporation initiatives focused on strengthening the employability potential of beneficiaries, for example the young Peace Managers, in order to facilitate their insertion into the labor market. This was also the case of productive environments' beneficiaries, who found employment opportunities or launched their own businesses. In this sense, the sustainability of projects was evidenced by trained beneficiaries who found work positions, as well as by new projects launched in the areas in which beneficiaries were trained.

Working with community leaders, private actors, as well as with ARN public officials in the territories, the social and community reintegration area installed local capacities at the territorial level. The virtualization of the MEFR has facilitated Educational Institutions' access to the training materials for social reintegration, thus guaranteeing the sustainability of the Model. The program supported the elaboration of the TPCs' action plans, in an effort to establish commitments and guarantee sustainability, although the commitments of future elected local administrations may have an impact on implementation. Contacts were built with the territorial teams of the OACP, in order for them to oversee and give impulse to the TPCs. The project set guidelines that will guide incoming local administrations in the implementation of public policies for peace, coexistence and reconciliation at local level. Finally, the strengthening of community initiatives and community leadership permitted to ensure the sustainability of the initiatives



undertaken, as leaders' capacity to set objectives, action plans and to manage their projects increased. It is important to note that it is difficult to establish sustainability criteria in the case of strategies that worked directly with communities. "Local projects" and "Guidelines for a prevention policy with an indigenous focus" are examples of this. Although the strengthening of the participating population's capacities was evidenced at the end of the project, there have been no studies confirming that these populations' impact in terms of advocacy for the design and strengthening of policies had increased.

Projects from the area of Differential Approaches have supported women's foundations and associations in advocating for the fulfilment of their social, political, economic, cultural and family rights. The United Women's Network of Villavicencio is projecting to contribute to the political and social debate in order to build the conditions for women's equality. On the other hand, women farmers were trained in the areas of nutrition and agriculture, in order to promote the consumption of healthy eating in their families and communities. In this sense, the program has supported women's empowerment as agents of social and political change, with particular attention to women victims of sexual violence and with ethnic background. The strengthening of victims' networks has increased public debate about sexual violence, and about the necessity for differential attention to and care for victims and children born from sexual violence in the context of armed conflict. In this perspective, differential approach instruments were streamlined across different State institutions, such as the ARN, Educational Institutions, the ICBF, and Human Rights and Peace Secretariats. The sustainability of these instruments and methodologies is guaranteed by the creation of virtual courses and trainings available online, as well as web applications, which are all easy to access and update. Finally, a toolbox to support Life Initiatives, and strengthen the attention and

transition from the ICBF to the ARN of disengaged CHA&Y, was installed at the regional level. Finally, the program also developed an internal permanent training strategy for IOM staff, in order to guarantee that the differential approach is not only replicable and sustainable, but also mainstreamed across the entire program.

RPR provided continuous and reliable financial and technical support to national policy-making in the areas of Prevention and Attention to Children and Adolescents, which permitted to draw key priorities and ensure the continuation of initiatives. On the other hand, the active involvement of the teaching community in the implementation of prevention strategies, guarantees that knowledge and awareness about peacebuilding, coexistence and prevention are passed on to children, families, and communities at large. In parallel, developing and supporting the skills and crafts of CH&A and strengthening their self-management capacities increased their ability to develop life initiatives and livelihoods. In this sense, communities were empowered and sensitized about the necessity to promote protective environments for CH&A and to support their life initiatives.

This has generated appropriation of the projects in the targeted territories, especially by CH&A, who will ensure that advances are preserved over time. Community members and leaders have been at the centre of the program's approach, as they are responsible for the protection of CH&A in their territories. In this perspective, they received trainings and were entrusted with the task of ensuring the sustainability of local projects developed. In parallel, the private sector was also included in the sustainability plans, and partnerships were built in order to consolidate prevention strategies aiming to provide employment opportunities to participant youth, and to install capacity in targeted municipalities.

On the other hand, installed capacity inside departmental working groups on prevention guarantees proper monitoring and management of projects related to human rights, prevention and protection. The warning bulletins and the analysis of public policies for the prevention of the consumption of psychoactive substances and use, utilization and recruitment of CH&A will serve as inputs and essential instruments for future reports of the Ombudsman's Office. In addition, the latter will also adopt and include the "I Feel my Rights" toolbox in its work at regional and national levels. The Truth Journeys will be used by the Truth Commission as a methodological approach in other territories, and efforts are made to find additional sources of funding and technical support in order to ensure their continuity. The virtual courses on the guarantee of CH&A's rights addressed to public officials will remain available online free of charge. The conclusions and results of the displacement matrix for the prevention of violence against migrant CH&A will be handed in to the GoC, which will permit the ICBF to build more effective strategies for the attention to and care for migrant CH&A and the prevention of the violation of their rights. This methodology will be replicable to other parts of the country. Some of the strategies implemented by RPR, specifically those carried out with GoC bodies, led to the signature and adoption of guidelines and/or administrative or regulatory acts that remain in force today. This is the case of the "Strengthening of the prevention policy", "Peace Managers in Cali" and "Meta Reintegration policy". This demonstrates that the cooperation between international organizations such as the IOM and the Government of Colombia, managed to generate results in the medium and long term.

In the Transitional Justice Area, the continuous transfer and accompaniment processes permitted to install capacities within local SRPA actors. A challenge has been to ensure the engagement and coordination of all relevant actors (Family Defenders, public officials from the Secretariats, etc) in processing cases, in articulation with judges and Attorneys General. In order to ensure ownership and application of the methodology in the treatment of future cases and thus guarantee the sustainability of the initiative, there is a need to continue providing support after the end of the RPR program. There is a wish to maintain and extend the restorative League within the SRPA with a second implementation phase, in order to systematize project results and consolidate the instruments created. These materials and methodologies could be transferred to competent authorities. With adequate support, this would ensure sustainability in the long run. Grounding the projects in spaces created for interinstitutional coordination, such as interdepartmental coordination committees of the SRPA, is an essential aspect in order to guarantee institutional commitment and engagement in the process.

Lastly, the program supported effective communication and knowledge management strategies to increase the visibility of program activities and results, thus encouraging the participation of public and private partners, and fomenting social transformation. RPR regularly published knowledge management and press releases on its organizational website, and Twitter and Facebook accounts.

### III. PROGRAM MANAGEMENT & LEARNING

#### MONITORING, EVALUATION & KNOWLEDGE MANAGEMENT

##### Monitoring

The Project Monitoring and Evaluation Plan (PMEP) was elaborated by the RPR program and reviewed by USAID during the first and second quarters of Financial Year 2016. At that time, RPR and USAID agreed that more clarity regarding the peace talks was needed in order to better define program indicators. As a result, indicators could only be defined and started being measured during the third quarter of the program. Ultimately, 24 result-level program indicators were established, of which 11 were defined as primary impact indicators and continuously monitored and reported to USAID, as agreed. The remaining 13 indicators were collected and tracked to meet internal project monitoring needs until the end of 2017. Some indicators were modified in the first semester of 2017, to account for the revised national GoC policy direction, which put an emphasis on the needs of children and youth in reincorporation processes.

Templates for project implementation reporting were also updated in order to better respond to identified M&E needs. Performance Indicator Reference Sheets (PIRS) were also created, reviewed and approved by USAID. A web-based information system including a project development module was created, in order to streamline processes and improve M&E, including financial, administrative, and technical progress monitoring. This system permitted to centralize, streamline, and increase transparency for project development, monitoring processes, and to generally improve the program's M&E capabilities and program management. It

automatically fed data into MONITOR in English and Spanish. Improvements to the online information system were made on a daily basis, and the three USAID/IOM programs were using the same system. For example, the main adjustments made included: the creation of new sections or fields such as the gender marker to establish the extent to which gender considerations were integrated into projects; the inclusion of the sustainability section to record strategies or actions that contributed to the sustainability of projects; the creation of new fields to establish goals for each of the indicators in each project.

The M&E Unit provided training and technical support for both RPR staff in Bogotá and staff in the territories, to ensure understanding and facilitate the use and appropriation of the system and all its modules. The M&E Unit also provided targeted support to external GoC partners to plan, develop tools, implement evaluations, review progress made with internal evaluation activities, and identify areas where additional technical support was needed.

In parallel, RPR conducted constant monitoring and analysis in order to better understand and improve recruitment prevention strategies, referral routes and mechanisms, and to better detect and prevent CH&A's rights violations. Continuous monitoring permitted to identify weaknesses, to strengthen approaches, and identify best practices to be replicated. This process led to the development of new project, the inclusion of new components in existing projects, and technical adjustments.

Although new projects were approved and implemented in 2018 and 2019, 150 of the initial projects started being closed in the last quarter of 2017. In total, over 224 projects were approved, 25

cancelled, and 41 agreements were signed since the beginning of the program. The RPR information system proved to be a very useful recourse for the improved and systematic closure of all projects. In agreement with USAID, RPR included three additional indicators in early 2018, bringing the total to 14 USAID indicators to track activities. Since then, no other indicators were monitored.

During the closing phase, it was guaranteed that the information in the files was updated and closed in the information systems of RPR, Monitor, DEC and Trainet

The Monitoring, Evaluation and Knowledge Management Team evaluated some program interventions through a Lessons Learned (LLAA) exercise, which allowed to analyze the most relevant results achieved by IOM's work in the field. This exercise sought to recover the tacit knowledge of the projects. Tacit knowledge is the knowledge that IOM staff apply in their daily experience to achieve tangible results in the territory; it is the "understanding or management" of some useful processes which generate results.

Two examples of tacit knowledge are:

"In a state of quarantine, how to build/validate an online proposal of intervention for young people working with consolidated youth leaders?", or "How to use word-of-mouth messaging as a tool for convening a workshop to dispersed rural communities with little or no cell phone and internet access/coverage?". The findings of the Lessons Learned exercise are presented in the annex table.

Finally, a programmatic systematization exercise was conducted by a team of expert, in order to safeguard the lessons learned throughout the implementation of the RPR program. This systematization exercise could also represent a valuable input for other IOM programs. The systematization was developed on the reconstruction and critical interpretation of learning materials in order to highlight quantitative

and qualitative achievements, detect generated capacities and problems encountered, both overcome or not. To this end, a participatory methodology was used to include the various institutional and social experiences involved in the development of the program. The final systematization document described: i) relevant actions for each program objective; ii) the achievements of each thematic area; iii) the contributions made to the development of policies for the prevention of recruitment, reintegration and restorative justice; and iv) the lessons learned from the program's implementation in the past four years. The final document will be submitted together with the final report.

For the Closeout period, USAID approved to work in the following areas:

### **1. Delivery with Meaning Strategy (Kits)**

Objective: Contribute to strengthening protective environments for children and adolescents at local level through the delivery of artistic, sporting, technological and school equipment, in order to provide tools for the development of innovative processes and activities that contribute to the development of their skills and capacities, within the framework of the prevention of violence against children and adolescents.

Results:

- Within the framework of the strategic partnerships built at national level, and in accordance with the needs identified in the territory (or direct requests received by IOM as a result of the health emergency), arrangements were made to directly deliver kits at the national headquarters, for subsequent distribution to targeted and prioritized areas.

- For deliveries in the territories, the distribution and delivery of the kits was coordinated with RPR and other IOM territorial liaisons





**Achievements:**

- Identification and strengthening of children's and adolescents' capacities as a means of empowerment.
- Strengthening of synergetic alliances with actors the national, regional and local levels for the development of complementary strategies for the prevention of violence against children and adolescents.
- Some 104 partner institutions active in 21 departments and 50 municipalities will benefit from the delivery of the kits. The kits will complement the territorial actions carried out to protect the rights of children and adolescents and to strengthen educational strategies for the prevention of school dropouts.
- Promotion of the kits as means leading to a healthy lifestyle and helping to overcome the confinement due to COVID - 19.

**Challenges identified:**

- Deliveries at national and local levels were halted due to mobility restrictions imposed by the COVID-19 pandemic. The delivery process only resumed in July.
- Communication with local institutions or organizations for the coordination of deliveries has

been difficult due to mobility restrictions imposed by the COVID-19 pandemic.

**Solutions:**

- Arrangements were made with strategic partners and national institutions for the direct delivery of the kits to national headquarters.

**2. Strengthening protective environments through a community-based strategy.**

**Objective:** To promote protective educational environments for children and adolescents, through the implementation of a community-based strategy that contributes to food education and violence prevention.

**Results:**

- Installation of 4 aquapony systems in:
  - Colegio I.e. Internado El Aceitico - Carlos Palau Ospina / Vereda el Aceitico, Puerto Carreño (Vichada)
  - IE agrícola technique Conejo, corregimiento de Conejo, Fonseca (La Guajira)
  - IE El Caraño, Florencia Caquetá
  - Cultural and Educational Center of the Indigenous Reservation of Huellas in Caloto (Cauca)
- Delivery of 270 Kits of Education and management of menstrual health (each one of these kits contains a menstrual cup and storage cup, two cloth towels and menstruation booklet).
- 4 sessions to transfer tools and methodologies for strengthening protective environments through a community-based strategy.
- Development of an Inventory of digital tools for strengthening protective environments through a community-based strategy

- In accordance with the characteristics of each IE, management and coordination actions were carried out with entities such as ARN, the Mayor's Office, SENA and Youth Associations.

#### Achievements:

- It became a community project, which promoted participation and the common good.
- It allowed adolescents and young people to empower these spaces to project new enterprises or market ideas.
- It promoted teamwork among teachers and parents, having as a center the food security of the NNAJ.



- It allowed the recognition of new forms of cultivation, the production of new foods that were not part of the family basket (example: lettuce, this encouraged the inclusion of salads in the menu)
- It became the strategy for other entities to add efforts and contributions to the community (Example: Municipalities, SENA and ARN)

#### Difficulties encountered:

- In effect, the pandemic has been an incidence factor not only in the development of the quaponics, but also in the access to education by the NNAJ of each one of the EI, because when not having the possibility of making presential sessions, the NNAJ receive their classes by WhatsApp, making difficult

by lack of connectivity their permanent attendance and formation.

- Given the restrictions imposed by the Decrees issued by the National Government in the context of the pandemic, the installation process of the aquaponics had to be suspended until further notice. In this sense, until the end of this month the installation actions are reactivated.
- For the tool transfer exercises, we had to find strategies that allowed the participation of teachers and principals of each IE, however, due to the particularities of each area, this was quite complex, while some days were achieved through platforms such as teams or meet, others had to be through a call or whatsapp. This shows the difficulties faced by the IEs to reach each of the students and give continuity to the education process.

#### Solutions to the difficulties:

- During the time of restriction (4 months), work sessions and virtual follow-up were carried out, with the aim of maintaining contact and articulation with the EI.
- Strategies were developed to achieve the transfer of tools according to the time and connection possibilities of teachers and principals.
- Once the possibility of continuing with the installation processes was reactivated, work meetings were held with each of the providers to guarantee the success of each installation in accordance with the new realities of each EI.

### **Evaluation**

A key evaluation has been the one conducted by Cifras&Conceptos over 25 months. A total of 2,869 surveys were completed, and 40 interviews were conducted with 22 partners and five IOM project managers. Main findings of this evaluation are presented below.

The Evaluation of Cifras&Conceptos monitored and evaluated five key indicators of the program, related to CH&A, PPRs, communities and institutions that benefitted from program implementation, in order to measure the degree of execution of the different programs and initiatives supported by RPR in support of the aforementioned population groups. Through the compilation, analysis and presentation of primary and secondary data, it provided an overview of what was achieved by RPR.

C&C evaluation measured five principal expected impacts of the RPR program; 1) change in attitudes toward violence and illegal activities by demobilized CH&A; 2) acceptance rate of former combatants in communities; 3) understanding of reintegration by community members; 4) change in negative attitudes toward the reintegration of former combatants; 5) and measure inter-institutional coordination in the areas of reintegration and prevention of recruitment.

The main findings reveal that:

- 23,1% of the CH&A who stayed at the Transitional Accommodation Spaces were more inclined to peacefully resolve conflict and to look for non-violent alternatives than when they entered the LTAs. If they fell victims to a crime, they would look for help with the National Police, the Attorney General or the Army; in a debate, they would argue their position and try to be convincing; and they reject attacks, threats and violence.
- 84,6% of the CH&A who stayed at the LTAs condemn illegal activities such as lying, stealing, cheating. They consider that rules should be respected and understand what civism is.
- 53,5% of PPRs surveyed presented non-violent inclinations to conflict resolution and legality when they entered either a Community Reintegration Model (MRC), an Education and Training Model for Reintegration (MEFR) initiatives, or a Productive Environment training. Interestingly, this indicator

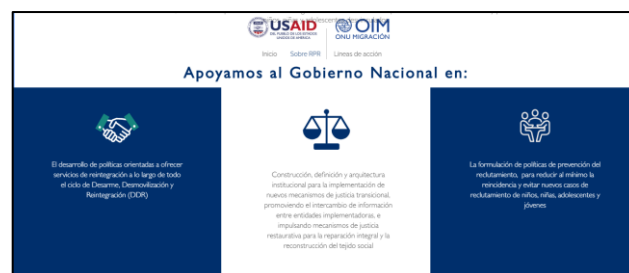
decreased by 1,9% at the end of the trainings. This decrease included: a decrease in the number of PPRs who would turn to the Police or the Army when victim of a crime; a decrease in the number of PPRs who would join efforts with other persons affected by a same problem and ask support from a civil society organization; a decrease in the number of PPRs who would strike as a way to solve a problem affecting them. Yet the report underlines that such a small variation is not statistically significative.

- 67% of PPRs felt accepted by their communities when entering one of RPR's projects. This percentage rose to 69,9% at project completion. In this sense, PPRs felt more confident about: telling their story; the way they would be treated by neighbors, employers and colleagues; the activities they would be authorized to undertake within their community.
- Community members' understanding of issues related to reintegration increased by 1,9% following the implementation for MEFR, MRC or community initiatives in their municipality. Respondents thus improved their knowledge about reconciliation programs and initiatives implemented in their municipalities, demonstrated increased interest in attending and participating, and became less concerned about the possible negative consequences of the signature of the Peace Accord.
- In addition, surveyed community members' perception about the reintegration process became more positive by 3,5%, following their participation in MEFR, MRC or community initiatives.
- 48% of participants to MEFR found employment, with PPRs presenting higher employment rates (53%) than community members (41%). However, participants expectations about employment opportunities and the possibilities to increase their incomes following the MEFR trainings lowered from 87% to 72% and from 84% to 60% respectively.

Finally, Cifras & Conceptos evaluated the coordination of actors in the areas of reintegration and prevention of recruitment at three levels; i)

interinstitutional coordination among departments within the RPR program; ii) interinstitutional coordination between the IOM and other institutions (whether GoC or private actors); iii) coordination of institutional offer to target populations. Partners' trust in the IOM are high, with a percentage as high as 93% at national level, and 74% at territorial level. Partners' satisfaction with participation mechanisms, and the processes and products of projects implemented by IOM are also relatively high with an average of 85,6% of positive perceptions.

Finally, the design of the RPR repository is highlighted. The virtual repository collects the testimonies, publications, photographs and videos of the actions and projects carried out within the framework of the Reintegration and Prevention of Recruitment (RPR) program. In this interactive space, which is hosted in the microsite under the domain [www.repositoriorpr.com](http://www.repositoriorpr.com), visitors can find the most relevant information about RPR, the geographical coverage, the lines of action and the characteristics and results of each of the managements through which this program was implemented. In addition, a compilation of the most significant photos and videos of the actions carried out from 2015 to 2019 was made.



## Finance report

IOM contributed for the overall duration of the program 4,625,691 USD (line i) as cost share funds for the implementation of the RPR program. Of the 34,256,910.00 USD federal funds authorized. The Final Finance report will be submitted in October.





## PROGRAM LEARNING

This section brings together the most significant lessons learned during the implementation of the RPR program, and provides suggestions for ensuring the effectiveness and sustainability of future cooperation projects and activities.

### Institutional strengthening at national and local levels

- Supporting the government of Colombia requires efforts to implement joint actions, not only with the central government, but also with territorial entities. On many occasions, the development of national strategies resulted in greater requirements for local administrations, which already were already overloaded, and which were not provided with additional tools or capacities to respond to the objectives and goals set. This overload, could, to some extent, be mitigated by development cooperation in order to ensure adequate and optimal implementation by local entities.
- By participating in high-level government committees, RPR has been able to influence or participate in important decisions related to the design, execution or evaluation of national and local policies. In this sense, it has also provided assistance and accompaniment during the transition phases resulting from changes of government, and could promote leaderships in the implementation of programs and projects.
- The centralist vision has prevented some of the activities developed at territorial level from being entirely relevant and timely. Developing them jointly with the territorial entities would bring them closer to the final beneficiary.
- The capitalization of learning through technical reports, research and other types of publications is highly valued in the territories, especially considering that these do not always have the necessary information to design or implement actions for

specific population groups. In addition to the production and dissemination of communication materials about the dynamics of territorial risks, international cooperation could also identify specific population groups that could promote the implementation of policies.

- Learning processes and lessons learned from the strategies implemented should also include a territorial perspective, from the conceptual to the evaluative stages. Generally, territories tend to only be conceived as validators of information produced at the national level or from a centralist vision.
- Although territorial prioritization responds to criteria determined at the national level based on a systemic analysis of the challenges faced, they should leave space for the development of micro-targeting based on criteria specific to the territory. This would permit to design interventions better suited to the challenges and the needs of the beneficiaries.

### International cooperation

- The international cooperation's political neutrality enables it to provide critical communication and advice for the continuity of processes, through changes of government. In these contexts, closer cooperation with beneficiaries can be established, if allowed by the joint committees, and within the limits prescribed by law.
- Peace processes are scenarios which require flexible, immediate and specific actions that often imply institutional adjustments, and thus cannot easily be carried out by government entities. In these contexts, the flexibility and adaptability that characterize international cooperation can serve to promote the measures and commitments resulting from the peace process, and to carry out emergency actions that arise in moments of transition.
- International cooperation should continue to promote the strengthening of technical capacities in recipient countries, for the development of more efficient and effective policies. By working closely

with partner institutions, international cooperation can identify their capacities and weaknesses and provide innovative solutions based on national and international expertise.

- The institutional offer created with the support of international cooperation must always be aligned, complementary and coordinated with existing strategies, programs and projects at the national and local levels. Beneficiary-oriented cooperation must not saturate nor compete with the existing offer. Rather, it should serve to catalyze and boost existing mechanisms.

### **Community strengthening**

- Actions including community members that did not necessarily belong to the population groups directly targeted by the intervention, made it possible to promote community integration and reconciliation. Additionally, this individualized approach contributed to preventing stigmatization.
- Colombia is a multi-ethnic and multicultural country. Although prevention of recruitment and reintegration are priorities at national level, their understanding and approach should be context-sensitive and based on the particular dynamics, risks and needs of each territory. In this sense, working closely with beneficiaries permits to prioritize their understanding of local dynamics in order to facilitate the design and/or adaptation of methodologies.
- Social transformations not only require public policies but also cultural transformation, through which the role of the citizenry and community relations are redefined. In this sense, beneficiary-centered cooperation should include elements of cultural transformation, such as communication for development and education within its projects.
- Civil society participation in policy management strengthens democracy and promotes the empowerment of populations. Thus, beneficiary-centered cooperation should include grassroots

organizations and local institutions in the coordination bodies promoted.

- A big share of the Colombian population has not had the opportunity to develop their capacities, due to social and economic inequalities in the country. Thus, institutional strengthening must also include grassroots organizations, in order to consolidate them as agents for social transformation in the territories, and make them more sustainable financially. Beneficiary-centered cooperation could include an economic component in its assistance and accompaniment processes, considering it as a means to promote sustainability of national policies at the local level.
- Implementing actions with local partners allows for the promotion of interventions and accompaniment that are in tune with the local realities, considering that: i) local partners can not only better identify strategic actors, but also have a greater understanding of their potentials, risks and limitations; ii) they know the security risks and the most appropriate means to build a presence in complex territories; iii) they understand the local culture and develop more relevant activities in this regard; iv) they reside in the territory, thus reducing operating costs as opposed to traditional deployments from the central level; and finally, v) their enhanced capacities ensure the sustainability of actions and strategies.
- Beneficiary-centered cooperation should always promote dialogue and participation within communities, understanding that encouraging people to organize themselves will increase their collective capacity to influence local and national policy and promote the construction of citizenship.

## **IV. ANNEXES**

### **ANNEX 1: PROGRAM RESULTS FRAMEWORK**

### **ANNEX 2: PROGRAM INDICATORS:**

Full table of indicators including quarterly and life of project results.

### **ANNEX 3: FINANCIAL REPORT**

### **ANNEX 4: INFOGRAPHICS**

- MAIN ACHIEVEMENTS BY PROGRAM AREA
  - ✓ ATTENTION
  - ✓ PROTECTION
  - ✓ COMMUNITY REINTEGRATION
  - ✓ ECONOMIC REINTEGRATION
  - ✓ TRANSITIONAL JUSTICE
  - ✓ DIFFERENTIAL APPROACHES
- LESSONS LEARNED: WHAT HAVE WE LEARNED SO FAR?

### **ANNEX 4: DEC DOCUMENTS**

## ANNEX I: PROGRAM RESULTS FRAMEWORK

### STRATEGIC OBJECTIVE:

Support the GOC to foster sustainable and inclusive reintegration for ex-combatants and disengaged children and prevent further recruitment

#### RESULT AREA 1: ROLL-OUT

Provide strategic technical assistance to support the early reintegration efforts of the GOC during the demobilization roll-out phase – including support to national and/or international verification initiatives

##### Result 1.1

GOC's capacity to rapidly roll out early reintegration activities increased

##### Result 1.2

GOC and international verification and oversight of DDR process supported

##### Result 1.3

GOC's ability to process all information of demobilized ex-combatants accurately and in a timely manner increased

#### RESULT AREA 2: PREVENTION

Support the GOC implementation of strategies for prevention of recruitment of children and re-recruitment of adults and children in conflict affected areas, including linking services of the ICBF and ARN to private sector initiatives in rural and urban areas

##### Result 2.1

Recruitment of children and re-recruitment of demobilized ex-combatants decreased

##### Result 2.2

GOC's ability to track risk factors of recruitment at national and local levels is increased

#### RESULT AREA 3: REINTEGRATION

In alliance with the public and private sector, support GOC efforts to advance legal processing and service delivery to ex-combatants and disengaged children in rural and urban conflict areas in a participatory, tailored and community-focused manner

##### Result 3.1

The Legal Framework for Peace implemented

##### Result 3.2

GOC's ability to provide inclusive reintegration services to demobilized ex-combatants according to their age, ethnicity and gender (including LGBTI) increased

##### Result 3.3

Capacity of the GOC's entity responsible for providing reintegration services in rural and urban communities to demobilized ex-combatants increased

#### RESULT AREA 4: COORDINATION AND COMMUNICATION

Support GOC knowledge management, information systems and communication efforts to support the clarification of judicial status of ex-combatants, with special emphasis on reintegration processes

##### Result 4.1

Inter-institutional coordination to facilitate implementation of reintegration processes with emphasis on legal status and economic and social reintegration is increased

##### Result 4.2

The GOC's Transitional Justice Inter-Institutional Database expanded, improved and available to relevant entities

##### Result 4.3

Communication strategy and information to increase public knowledge regarding reintegration effectively disseminated



## ANNEX 2: PROGRAM INDICATORS

Result Area	Name of Indicator	FY2016		FY 2017		FY 2018		FY 2019		FY2020	Cumulative Program Progress	
		Target	Progress (%)	Target	Cumulative Progress (%)	Target	Cumulative Progress (%)	Target	Cumulative Progress (%)	Progress	Total Target	Total Cumulative (%)
RO	1. Number of girls and women that benefit from actions taken by the RPR Program to promote the incorporation of a gender perspective	6,336	6,339 100%	6,000	7,308 122%	9,710	9,710 100%	4,000	9,485 237%	2,945	26,046	35,787 137%
	2. Value of mobilized funds (\$COP millions)	0	0	0	0	0	0	0	3,332	0	0	3,332
	3. Mobilized funds ratio	0	0	0	0	0	0	0	0	0	0	0
	4. Value of leveraged funds (\$COP millions)	20,000	25,475 127%	9,000	7,507 83%	13,479	13,478 100%	11,000	14,662 133%	190	53,479	61,312 115%
	5. Leveraged funds ratio		22,042		11,871		7,029		15,209	765,848		
	12. Number of GOC entities benefitted through the transfer of reintegration or prevention of recruitment tools							36	30 83%	4	36	34 94%

**RPR PROGRAM – FINAL REPORT (August 2020)**

	13. Percentage of people in the process of reintegration (PPR) and youth at risk of recruitment who gain employment or begin their own entrepreneurial activity	0	0	0	0	0	0	50%	73%	4%	50%	77%
<b>R1</b>	6. Number of disengaged children and youth that receive reintegration services	100	182 182%	200	201 100.5%	151	151 100.0%	300	203 67,7%	50	751	787 105%
<b>R2</b>	7. Number of children and youth that benefitted from prevention strategies by RPR	11,273	12,473 111%	6,000	6,424 107%	7,191	7,191 100%	12,000	10,945 91%	5,334	36,464	42,367 116%
	8. Number of private sector companies that sponsor prevention activities for the first time in selected areas	8	9 113%	8	8 100%	8	4 50%	6	18 300%	12	30	51 170%
	14. Number of public officials with knowledge of the prevention of recruitment							420	1720 410%	153	420	1873 446%
<b>R3</b>	9. Percentage of people in processes of reintegration and children and youth that directly benefited from social and economic services of the GOC	0%	0	30%	129%	45%	100%	75%	80%	64%	50%	93%

**RPR PROGRAM – FINAL REPORT (August 2020)**

	10. Number of truth telling, historical memory, restorative justice, or reparations initiatives that involve people in processes of reintegration or their potential communities	2	2	4	4	0	0	0	0	0	6	6
			100%		100%		0%					100%
<b>R4</b>	11. Number of forums, conferences, communication strategies or tools for knowledge management supported by RPR	20	20	30	37	28	28	204	290	68	282	443
			100%		123%		100%		142%			157%

Indicator 1: Indicator 1 is reporting a 237% difference with the 2019 target.

Indicator 2: The funds reported correspond to funds mobilized during the Q4 of FY2019 in the framework of Cali Mayor's Peace Managers project and the project of implementation of youth initiatives with young people with disabilities.

Indicator 7: Girls who participated in the differential approach prevention strategies already reported in indicator 1 are included.

Indicator 14: The increase this quarter is a result of the transfer of the Restorative Juvenile Justice Program.

(Follow form instructions)

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## ANNEX 4: LESSONS LEARNED

Region	LLAA
<b>Antioquia</b>	<p>The process of formulation of initiatives must include the widest possible participation from beneficiaries.</p> <p>Interdisciplinary technical teams are essential for the implementation and achievement of good results.</p> <p>Although planning, follow-up and control tools are important for technical accompaniment, this set of tools is rarely used in cases of cooperation.</p>
<b>Valle del Cauca</b>	<p>It is necessary to be flexible and to adapt methodologies to each territorial context and population.</p> <p>It is necessary that institutional actors responsible for a specific issue recognize and fully assume their role in terms of national, regional and local policy; they must identify and structure their actions in annual plans and in coordination and decision-making settings, to crosscut information with other agencies that have a say on the matter.</p>
<b>Caquetá</b>	<p>Community practices provide an invaluable added value to tailored trainings. It is essential to create spaces where PPRs feel useful and contribute, through what they have learned, to responding to a real need. This is also enriching for participants through a process of resignification of their past.</p> <p>Since the stage of formulation, projects aimed at producing a transformation or questioning on gender inequalities, must insist, persist and persevere on including men across all project phases.</p>
<b>CAUCA</b>	<p>Replication: the local context must be taken into account, adapting to the conditions and difficulties of rural areas where there is little institutional offer, especially in terms of education and training for work, but also in cases where the offer is weak, does not have the facilities provided by the model, such as food, transport, adaptation of educational environments, differential approach (ethnic, elderly or persons with disabilities). The learning-by-doing methodology is very useful and a workstation was provided to continue practicing and replicating the knowledge.</p> <p>Articulation: This is made possible by interinstitutional coordination, each entity providing expertise for the optimal implementation of initiatives.</p>
<b>Meta</b>	<p>Reincorporation projects must strengthen the organizational capacities of women's organizations. Methodology plays a fundamental role in this</p>



process and should include the strengthening of self-esteem and autonomy in all phases of the project.

Great efforts must be made to strengthen support for productive projects through actions that strengthen links with production and marketing networks in social and productive sectors at the regional level.

### **Tolima**

Choosing a leading local operator with wide social recognition for its struggle on behalf of women to lead an intervention can increase the levels of participation and ownership of the project, contributing significantly to the achievement of its objectives.

Likewise, multiple local organizational actors that compete legitimately and honestly for territorial leadership on gender issues can become a risk if the intervention fails to recognize that the achievements of rural women involve multiple efforts, coordinated or individual. Likewise, the emergence of a new organizational leadership in a given territory could be perceived as a risk by organizations that have already consolidated leadership.

Each territory has particularities that raise challenges for any project; there is no single way of doing things, nor is there a single strategy that is relevant to all situations. For IOM, having a local partner for the implementation of the project was essential to enhance the scope of the project, optimize resources and address, in a relevant manner, the different situations that arose.

# ATENCIÓN

## ¿Qué hicimos?

Trabajamos para fortalecer la capacidad de las entidades de Gobierno en la implementación de estrategias para la atención de niños, niñas y adolescentes desvinculados, mediante el desarrollo de proyectos que promuevan sus habilidades y competencias para una reintegración efectiva a la vida social y económica, reduciendo su situación de riesgo y vulnerabilidad. Al mismo tiempo, se propiciaron espacios para la convivencia y acciones de reconciliación, fomentando la corresponsabilidad de los actores externos y buscando garantizar el restablecimiento de sus derechos, la reparación integral e inclusión social.

## ¿Cómo lo hicimos?



APOYO AL PROGRAMA CAMINO DIFERENCIAL DE VIDA  
**124**  
JÓVENES

ACOMPÑADOS Y FORTALECIDOS EN SU PROCESO DE ACOGIDA Y REINCORPORACIÓN

**61** INICIATIVAS PRODUCTIVAS IMPLEMENTADAS



INICIATIVAS DE VIDA  
**130**  
JÓVENES

UNIDADES MÓVILES DEL ICBF  
**32**  
DEPARTAMENTOS



RECIBIERON UNIDADES MÓVILES CON SU MODELO DE ATENCIÓN INTERDISCIPLINARIO Y DIFERENCIAL

**44.052** PERSONAS ATENDIDAS EN RESTABLECIMIENTO DE DERECHOS

**145** COMUNIDADES VINCULADAS QUE EJECUTAN **113** UNIDADES MÓVILES EN TODO EL PAÍS

**10.139** JÓVENES DE 18-25 AÑOS

**12.101** ADOLESCENTES DE 13-17 AÑOS

**21.812** NIÑOS Y NIÑAS DE 6 - 12 AÑOS

**19.684** NIÑOS Y NIÑAS DE 0 - 5 AÑOS

A través de esta iniciativa se fortaleció la fase de pre egreso de 130 jóvenes del programa de atención especializado del Instituto Colombiano de Bienestar Familiar - ICBF de desvinculados del conflicto armado, para su tránsito hacia la Agencia ARN. 90 iniciativas de vida implementadas. Se realizaron 6 talleres de transferencias metodológicas a nivel Territorial, además de 3 fortalecimientos de acuerdo con las líneas de acción: competencias lectoras, competencias digitales y fortalecimiento del enfoque étnico.

## Nuestro trabajo nos permitió crear herramientas y proyectos como:

### Caja de herramientas Unidades Móviles

Fichas metodológicas de la estrategias comunitarias que permitieron mejorar el acompañamiento psicosocial y la nutrición de familias e individuos con materiales pedagógicos.



### Modelo de Iniciativas de Vida

Se enfoca en tres líneas de fortalecimiento:

- \* Competencias lectoras
- \* Empoderamiento Digital
- \* Fortalecimiento del enfoque étnico



### Documento Enfoque de Juventud

Sistematización de la experiencia del Camino Diferencial de Vida, con la revisión de los resultados de su implementación a la luz de la perspectiva del enfoque de juventud como categoría de análisis necesaria para la orientación y el desarrollo de políticas públicas.



## Aliados que se sumaron a esta transformación:

•ICBF •ARN •Geek Girl Latam •Orade Colombia •UNICEF •Benposta •Centros Don Bosco •CPDDHH •UARIV

## Miradas transformadas:

“Me gustó mucho porque así podemos salir adelante con nuestros sueños y además he aprendido mucho”, joven participante en proceso de atención.

“En el departamento del Quindío se ha logrado identificar un gran compromiso en la construcción del proyecto de vida, asumiendo con responsabilidad y disposición cada uno de los objetivos propuestos. Además, es de destacar la responsabilidad del equipo de la OIM para la realización de las actividades propuestas desde el inicio de la estrategia, y el alcance que se dio en esta oportunidad”, joven participante en proceso de atención.

“Muy bueno porque le sirve mucho cuando uno salga del programa, para conseguir trabajo, estoy haciendo algo que realmente me gusta y ojalá que otros tengan la oportunidad que yo tengo en estos momentos, pero hay que meterle ganas y dedicación”, joven participante en proceso de atención.



# PREVENCIÓN DEL RECLUTAMIENTO

## ¿Qué hicimos?

Trabajamos por la protección integral y el fortalecimiento de los entornos protectores de niños, niñas y adolescentes para la prevención de violencias contra esta población, específicamente el reclutamiento, el uso y la utilización por parte de grupos armados ilegales y grupos delictivos organizados. Ayudamos a fortalecer la capacidad de las entidades de gobierno para el desarrollo de estrategias orientadas a la prevención de la vulneración de derechos de niños, niñas y adolescentes.

## ¿Cómo lo hicimos?

DESDE LA POLÍTICA PÚBLICA  
**24**  
ACCIONES COMO  
ESTRATEGIA DE  
COMUNICACIONES

Política de Prevención del Reclutamiento, Uso, Utilización y Violencia Sexual contra niños, niñas y adolescentes territorializada, en alianza con la Secretaría Técnica de la CIPRUNNA a través de foros, conferencias y herramientas.

DESDE LA GESTIÓN DEL CONOCIMIENTO  
**21**  
ENTIDADES DEL  
GOBIERNO  
NACIONAL



Beneficiadas a través de la transferencia de herramientas.

DESDE LAS CAPACIDADES LOCALES  
**15.540**  
FUNCIONARIOS  
AUMENTARON SU  
CONOCIMIENTO

Sobre prevención del reclutamiento

**29**  
INSTITUCIONES

Tuvieron asistencia para el diseño, implementación y evaluación de políticas públicas de prevención del reclutamiento, uso, utilización y violencia sexual en el marco del conflicto armado.



DESDE LOS ENTORNOS PROTECTORES  
**21.617**



NIÑAS Y NIÑOS ADOLESCENTES JÓVENES

VINCULADOS A PROYECTOS  
LOCALES DE PREVENCIÓN

DEPARTAMENTOS  
BENEFICIADOS



DEPARTAMENTOS  
BENEFICIADOS

## Nuestro trabajo nos permitió crear herramientas y proyectos como:

### Encuesta de Violencia contra Niños, Niñas y Adolescentes (EVCNNA).

Mide la prevalencia de tres tipos de violencias (física, sexual y psicológica), que ocurre en contra de los niños, niñas y adolescentes en Colombia. La recolección de la información se hizo en: Bogotá, Medellín, Cali, Barranquilla y en 170 municipios priorizados.

**NÚMERO DE ENCUESTAS:**

**5.218 EN**  **26.526** **HOGARES**

**2.510**  **2.708**  
(ENTRE LOS 13 A 24 AÑOS)

### Travesías por la Verdad.

Esta estrategia de prevención como garantía de no repetición, se realizó en 6 territorios del país. Busca construir la verdad a través de relatos contruidos por los niños, niñas y adolescentes a través de sus experiencias de vida. Les dimos voz.



### Protocolo Urgente para la Búsqueda y localización de Niños, Niñas y Adolescentes Reportados como Desaparecidos.

Es un mecanismo de respuesta institucional que está disponible ahora en Colombia. La idea es que, en menos de 24 horas, se garantice la recuperación con vida de los niños, niñas y adolescentes reportados como desaparecidos.



## Aliados que se sumaron a esta transformación:

• Gobierno de Colombia • Instituto de Bienestar Familiar • La Secretaría Técnica de la Comisión Intersectorial para la Prevención del Redutamiento, el Uso/Utilización y la Violencia Sexual en contra de Niños, Niñas y Adolescentes por grupos armados organizados y por grupos delictivos organizados (CIPRUNNA) • Ministerio de Relaciones Exteriores • Ministerio de Educación Nacional • Ministerio de Salud y Protección Social • Defensoría de Pueblo • Procuraduría General de la Nación • Consejería Presidencial para los Derechos Humanos • Policía Nacional • Fiscalía General de la Nación • Comisión de la Verdad • SENA • Programa Nacional Escuelas Taller • Ecopetrol • Fundación Juan Felipe Gómez Escobar • Fundación Ideas para la Paz • CDC • ICMEC • MPTF • UNICEF • ACNUR

## Miradas transformadas:

“Es un sueño que pensé que no iba a tener y ahora lo tengo, gracias por que me están apoyando, voy a salir adelante y voy a sacar a mi mamá de la pobreza y vamos a progresar y a empezar a emprender con la gente humilde, esto es un apoyo para esa gente que está progresando como yo”  
Joven participante del programa “Parceros”, Medellín.”

“Estamos compitiendo con las estructuras delincuenciales que les dan poder a los jóvenes. Competimos con unas armas diferentes y mejores: el pincel y el aerosol”, Anderson García, artista y pedagogo.”

“Creamos el programa ‘Parceros’ con la finalidad de que aquellos niñas, niños y adolescentes que hagan parte de estructuras delincuenciales o hayan cometido delitos puedan salir de esta situación y construir un proyecto de vida desde la legalidad”. Mateo González, Secretario de Juventud de Medellín.”



# REINTEGRACIÓN COMUNITARIA

## ¿Qué hicimos?

Promovimos procesos para el fortalecimiento de capacidades comunitarias que facilitan la reintegración social de excombatientes en comunidades receptoras, para contribuir a la reconstrucción del tejido social y la consolidación de paz territorial. Desarrollamos proyectos para el fortalecimiento institucional de entidades del Estado responsables de la reintegración social de excombatientes. Apoyamos y fortalecimos iniciativas comunitarias que promueven el desarrollo social y económico local, con el uso de herramientas tales como la comunicación para el desarrollo, la innovación social y los ecosistemas de sostenibilidad.

## ¿Cómo lo hicimos?



## Nuestro trabajo nos permitió crear herramientas y proyectos como:



### Estrategia de Comunicación para el Desarrollo.

Contiene los lineamientos para dejar capacidad instalada en las iniciativas comunitarias, a través de un proceso participativo en el que las personas reconocen, desde el inicio, su contexto, sus necesidades comunicativas, saberes y potencialidades.



## Aliados que se sumaron a esta transformación:



## Miradas transformadas:

“

“En la comunidad indígena a la que ahora pertenezco saben que estuve en el grupo armado y no me discriminan”, participante de la estrategia iniciativas comunitarias.

”

“

“Noté que había personas de mi comunidad que señalaban a las personas desmovilizadas como personas negativas, a través de la iniciativa nos dimos la oportunidad de conocer estas personas y darnos cuenta que su pasado no las hacía malas, que son personas de buen corazón, que tienen derecho a ser respetadas por todos como personas normales que hacen parte de nuestra comunidad y no juzgarlas por su pasado”, participante de la estrategia iniciativas comunitarias.

”

“

“El trabajo con las y los jóvenes para el bienestar de la comunidad, principalmente más que un gusto es una pasión”. Cecilia Castillo, participante de la estrategia iniciativas comunitarias

”



# REINTEGRACIÓN ECONÓMICA

## ¿Qué hicimos?

Apoyamos al gobierno nacional y regional en el diseño e implementación de estrategias innovadoras para población vulnerable y de manera directa a la población en proceso de reintegración en el ámbito productivo, para la generación de ingresos articuladas a las necesidades y particularidades de la región.

## ¿Cómo lo hicimos?

Implementamos 21 Modelos de Entornos Productivos en las siguientes temáticas:



## ESTRATEGÍA GESTORES DE PAZ Y CULTURA CIUDADANA:

# 1.000 PERSONAS EN EL PROGRAMA

Diseñado para superar las condiciones de vulnerabilidad de víctimas del conflicto, ex combatientes, jóvenes ex pandilleros y jóvenes que hicieron parte del Sistema de Responsabilidad Penal Adolescente.

### RESULTADOS



### Nuestro trabajo nos permitió crear herramientas y proyectos como:

**Herramienta de perfilamiento productivo implementada en el Sistema de Información para la Reintegración:** Con este instrumento se identifican elementos relacionados con el perfil productivo de la población, permitiendo enfocar el plan de trabajo en empleabilidad o emprendimiento de acuerdo al resultado.

**Documento de sistematización del modelo de entornos productivos:** Recoge la experiencia de este Modelo y define los mínimos que se requieren para implementarlo.

**Ruta de empleabilidad adaptada:** Define el proceso que se debe seguir en la búsqueda de oportunidades laborales y el seguimiento y acompañamiento a las empresas vinculantes.

### Aliados que se sumaron a esta transformación:



### Miradas transformadas:

“Lo que me llevo de esta experiencia me va a servir para mi proyecto productivo, pero me va a servir también para mi vida”, Beneficiario de Formación a la Medida Manejo de Granja Integral.

“A veces cuando vengo a trabajar yo veo a algunos gestores que no conozco.... Es difícil conocer a los 500 entonces veo gente que no conozco y estoy como, <<hey como estás compañero>>... entonces inmediatamente esto hace que cambie el tímido gestor que hay en mí”. Gestor de paz LGTBI

“Antes de entrar acá no me tomaba ni un tinto. Ahora me encanta prepararlo”, Beneficiaria Modelo de Entorno de Formación en Café.



# JUSTICIA

## ¿Qué hicimos?

Apoyamos al Estado colombiano en la transformación de los paradigmas de la Justicia tradicional en los diferentes modelos de administración de justicia, la institucionalidad y la normatividad, también en su preparación de cara a los retos que implicaba, desde la perspectiva de justicia, una nueva etapa para el país. El desarrollo, implementación y transformación de las formas como se concebían la información, su valor y como intercambiarla, la justicia transicional, la justicia restaurativa, las investigaciones y la construcción de la verdad son el eje de un esfuerzo conjunto de OIM, USAID y del Ministerio de Justicia que ha tenido incidencia en las entidades del Gobierno Colombiano a nivel nacional y territorial.

## ¿Cómo lo hicimos?



Capacitados en prácticas y procesos restaurativos en el contexto educativo y en el Sistema de Responsabilidad Penal Adolescente (SRPA)



Promoviendo procesos restaurativos orientados a la resolución de conflictos con la participación de las víctimas, los adolescentes ofensores, las familias y las comunidades.

## SISTEMAS DE INFORMACIÓN INTERINSTITUCIONAL DE JUSTICIA TRANSICIONAL.

18 entidades del Gobierno Colombiano se unieron en este Sistema que permite intercambiar información en línea y tiempo real relacionada con diferentes mecanismos de Justicia Transicional.



**8.716.734** REGISTROS DE VÍCTIMAS

**64.705** PERSONAS DESMOBILIZADAS DESDE LOS AÑOS 90

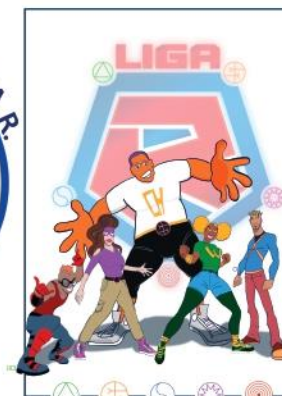
**138 MILLONES** REGISTROS EN BASES DE DATOS

**181.202** OPERACIONES REGISTRADAS



**LIGA DE LA JUSTICIA R.**

**100**  
JÓVENES BENEFICIADOS DE MANERA DIRECTA



Esta iniciativa se diseñó en conjunto con el ICBF y el Ministerio de Justicia con a la finalidad de empoderar a los jóvenes del SRPA con un enfoque restaurativo, y generar relaciones de confianza entre los jóvenes y las entidades.

**68** TALLERES SOBRE LIDERAZGO, RESOLUCIÓN DE CONFLICTOS, TOMA DE DECISIONES, VULNERABILIDAD RIESGO Y OPORTUNIDAD USANDO DIFERENTES METODOLOGÍAS FUERON REALIZADOS

**100** OBRAS ARTÍSTICAS

**2** EMISORAS DE RADIO

**VIVERO**

**CAMPEONATO DE FÚTBOL**

**DOCUMENTAL**

**PRODUCCIÓN MUSICAL**



## Nuestro trabajo nos permitió crear herramientas y proyectos como:

**Guía Metodológica para la implementación del Programa de Justicia Juvenil Restaurativa.** Incluye las indicaciones prácticas para la implementación de procesos restaurativos en los entornos escolares, en el marco de la Ruta de Atención Integral para la Convivencia Escolar contemplada en la Ley 1620 de 2013, así como en las etapas de investigación y juzgamiento del SRPA (que son los tres ámbitos del programa).

**Guía Pedagógica del Programa de Justicia Juvenil Restaurativa.** El documento explica, de una manera pedagógica, cómo desarrollar procesos de formación y capacitación que brindan herramientas prácticas para la implementación de procesos y prácticas restaurativas con participación de los adolescentes, las víctimas, las familias y la comunidad, en los tres ámbitos del programa.

**Instrumentos de atención.** Son los instrumentos de apoyo para el proceso restaurativo, que permiten

- identificar las actividades que deben realizarse en el proceso
- registrar la información de las actividades
- sistematizar la trazabilidad del proceso

## Aliados que se sumaron a esta transformación:



La justicia  
es de todos

Minjusticia



• Agencia para la Reinserción y Normalización • Ministerio de Defensa • Instituto Nacional penitenciario y carcelario • Oficina del Alto Comisionado para la Paz • Registraría Nacional del Estado Civil • Defensoría del Pueblo • Unidad Móvil de Atención de Víctimas • Red Nacional de Información Unidad de Víctimas • Fiscalía General de la Nación • Fondo para la Reparación de las Víctimas • Centro Nacional de Memoria Histórica • Comisión de Esclarecimiento a la Verdad • Unidad Nacional de Protección • Unidad de Investigación y Acusación de la Jurisdicción Especial para la Paz • Ministerio de Justicia y del Derecho • Dirección de Carabineros de la Policía • Ministerio del Interior • Grupo de Protección a Víctimas y Testigos de la Fiscalía General de la Nación • Alcaldía de Armenia y Gobernación de Quindío • Alcaldía Barranquilla y Gobernación del Atlántico • Alcaldía de Bucaramanga y Gobernación de Santander • Alcaldía de Cali y Gobernación del Valle del Cauca • Alcaldía de Ibagué y Gobernación del Tolima • Alcaldía de Medellín y Gobernación de Antioquia • Alcaldía de Valledupar y Gobernación del Cesar • Consejos seccionales de la judicatura • Fiscalías seccionales y locales

## Miradas transformadas:

“La figura de principio de oportunidad no la utilizábamos y no le hacíamos seguimiento a los adolescentes, precisamente, porque no encontrábamos la forma y el camino para decir es que podemos aplicar esta causal. [...] Entonces sí o sí, necesitamos un equipo psicosocial o un grupo que nos apoye como este”.  
Fiscal Coordinadora en la URPA en Cali.

“Estaba consumida en el vicio, y creo que si hubiera continuado así un año o dos años hubiera terminado muerta o en la cárcel y esto me sirvió para hacer un alto en el camino, a frenar y darme cuenta de que no era bueno, que sí, la pasaba muy bien con mis amigos, pero eso era momentáneamente y estaba perdiendo a mi familia que eso si es más importante, son los que van a estar toda la vida conmigo. Decidí dejar cosas que no me iban a beneficiar para dedicarme a cosas que sí iban a ser provechosas”. Joven que hace parte del SRPA.

“La incidencia del Sistema en el Proceso de Justicia Transicional ha sido relevante como herramienta para agilizar los procesos dentro de las entidades, evitando la revictimización. Ha generado y fortalecido la confianza de los ciudadanos en las oficinas públicas y visibiliza interinstitucionalmente las acciones que realizan cada una de las entidades”.  
Ministerio de telecomunicaciones.



# ENFOQUES DIFERENCIALES

## ¿Qué hicimos?

Trabajamos por incorporar una visión integral y transversal del enfoque diferencial con énfasis en etnia, género y ciclo vital. Nos esforzamos por materializar la Política de Igualdad de Género 2015 – 2019 (C/106/INF/8) y el Plan Indicativo de Trabajo de la Misión (2015-2019) que establece como uno de los pilares de implementación el “enfoque diferencial”, entendido como técnica de análisis y actuación para dar una respuesta adecuada que considere en todo caso la especificidad propia de los perfiles, necesidades, vulnerabilidades y vulneraciones de la población focalizada en cada uno de los programas y proyectos, bajo los principios de equidad e igualdad.

## ¿Cómo lo hicimos?



**16** GRUPOS TERRITORIALES DE LA ARN CAPACITADOS EN ENFOQUES DIFERENCIALES

**2.000** PARTICIPANTES EN CICLOS DE CONFERENCIAS “VIOLENCIA SEXUAL, LO QUE VEY CALLA LA SOCIEDAD”

**HERRAMIENTA DIGITAL** para formación en enfoques diferenciales: étnico, personas con discapacidad, curso de vida y género.



¿UN COMITÉ CONSULTIVO DE NIÑAS Y ADOLESCENTES!



**14 NIÑAS**

Integraron el Comité, el cual orientó y evaluó los proyectos del programa RPR.

**20 RECOMENDACIONES PARA** Proyectos sociales fueron entregadas por el Comité.

**CAPACITACIONES**



**60 PERSONAS DEL STAFF Y CONSULTORES(AS) OIM CAPACITADAS EN ENFOQUES DIFERENCIALES**

**4 INSTITUCIONES EDUCATIVAS DE CAQUETÁ Y BAJO CAUCA CAPACITADAS EN PREVENCIÓN DE VIOLENCIA BASADA EN GÉNERO**



Inclusión del enfoque de educación menstrual para la garantía de derechos, prevención de violencia basada en género y empoderamiento.

**1046 PARTICIPANTES EN TALLERES DE FORMACIÓN EN EDUCACIÓN MENSTRUAL**



**237** FUNCIONARIAS(OS) A QUIENES SE LES HA TRANSFERIDO LA METODOLOGÍA



**692 KITS PARA EL MANEJO DE LA HIGIENE MENSTRUAL ENTREGADOS EN EL MARCO DE TALLERES DE MENSTRU-ACCIÓN**



Coordinación entre la jurisdicción especial indígena y la justicia ordinaria abordando temas de reclutamiento, uso y utilización y violencia sexual.

**2 ENCUENTROS NACIONALES**

**6 MESAS DEPARTAMENTALES INTERJURISDICCIONALES**

**2 ENCUENTROS DE LA COMISIÓN NACIONAL DE COORDINACIÓN DEL SISTEMA JUDICIAL NACIONAL**

**ORGANIZACIONES DE MUJERES**

**11 ENCUENTROS LIDERADOS** POR LA PLATAFORMA PARA LA INCIDENCIA SOCIAL Y POLÍTICA DE LAS MUJERES DEL CAQUETÁ

**320 MUJERES PARTICIPARON** EN EL FORTALECIMIENTO DE LA RED DE MUJERES VÍCTIMAS Y PROFESIONALES







## 9 INICIATIVAS JUVENILES

Con enfoque indígena en 5 comunidades:  
Nasa, Awá, Pastos, Kankuamos y Jiw.

— **370** AUTORIDADES  
INDÍGENAS Y

14 ORGANIZACIONES FORTALECIDAS  
MEDIANTE ESTRATEGIAS DE PREVENCIÓN

**3**

## INICIATIVAS DE PREVENCIÓN DE RECLUTAMIENTO, USO Y UTILIZACIÓN:

Asociación de Mujeres Afro por la  
Paz, Asotnetic y Consejo Comunitario  
de la Cuenca del Río Yurumanguí.



— **18** INICIATIVAS ÉTNICAS  
JUVENILES APOYADAS — 

### Nuestro trabajo nos permitió crear herramientas y proyectos como:

#### Cartilla “Menstru-acción”.

Estrategia de educación menstrual a través de la cual se comparten herramientas para construir un paradigma más respetuoso sobre el ciclo menstrual y el cuerpo de la mujer. Su objetivo es acercar la información disponible y más relevante sobre educación menstrual, a las niñas, adolescentes y mujeres, como una estrategia de empoderamiento a partir del autoconocimiento y la construcción de relaciones positivas con su cuerpo y con el ser mujer.

#### Caja de herramientas en enfoque diferencial para la prevención y la reintegración.

Es un banco de recursos pedagógicos y metodológicos desarrollados entre 2016 y 2019, para promover la gestión de conocimiento, compartir aprendizajes y lecciones aprendidas, con el objetivo de aterrizar en respuestas diferenciadas todo el contenido de enfoques diferenciales.

#### Boletín Hazlo Como Niña.

Es una herramienta que brinda una guía conceptual, pedagógica, práctica y sencilla para que maestras y maestros, madres y padres de familia, facilitadores de grupos de apoyo, asociaciones y organizaciones comunitarias, líderes de proyecto, consultores, encuentren ideas útiles para el abordaje y acompañamiento en temas de género y construcción de paz. La periodicidad de publicación promedio fue una vez al mes.

### Aliados que se sumaron a esta transformación:

• ACIN • ARN • ICBF • CEV • UARIV • Universidad Central • Universidad Nacional de Colombia • Fragmentos, Espacio de Arte y Memoria • Red de Mujeres Víctimas y profesionales • Red Global de Víctimas y Sobrevivientes de Violencia Sexual en el Marco del Conflicto Armado, SEMA • Geek Girls Latam • Be Girl • Marea Roja • ONIC – Consejería de Mujer, Familia y Generación

### Miradas transformadas:

“Para mí lo más impactante del proceso del Comité Consultivo, fue notar que esta estrategia despertó, motivó y sembró en el corazón de cada una de las niñas, quienes son tan jóvenes y provienen de departamentos del país afectados por diferentes tipos de violencia, la idea de que se puede recuperar un país donde podamos vivir en armonía y dignidad en medio de la interculturalidad”. Plinio Ciclos, líder del resguardo indígena Huellas, padre de integrante del Comité Consultivo.”

“Me gustó mucho el taller; porque yo soy de las mujeres que no les gusta utilizar toalla higiénica y esta [la copa] es una manera distinta de ver el periodo y relacionarnos con la menstruación. La verdad no sabía muchas cosas”. Natalia Renza, participante en taller de Menstru-acción, gestora de paz.”





# RPR: WHAT HAVE WE LEARNED SO FAR?

## FOURTH QUARTER, FINANCIAL YEAR 2019

Check out these key tips shared by each of RPR's management teams (Attention to Children, Prevention of Recruitment, Economic Reintegration, Community Reintegration, Justice, and Differential Approaches) and regional liaisons (Antioquia, Cauca, Valle del Cauca, Tolima, Meta, and Caquetá) this quarter.

# IMPLEMENTATION



## Planning:

- Use IOM's MVRO tools in the planning phase, to identify local or community support networks, guarantee the safety of the technical teams, and ensure objectives are met.
- Involve communities in the design of projects and methodologies: they can provide useful information for diagnosis, context mapping, and identification of risks.
- Establish inter-institutional coordination from the outset.
- Establish communication channels with entities and State institutions in each region to guarantee fluid communication between the territorial and national levels.
- Carefully analyze project activities and requirements to guarantee sufficient funds and human resources for project implementation.
- Defining and selecting beneficiary populations and purchasing materials are lengthy processes; take them into consideration in the project timeline, as they may delay project implementation and trainings.
- Include the ARN since the beginning of recruitment prevention projects to streamline efforts and ensure the smooth transition of young people to other institutions.



## Security:

- Self-protection guides help promote adolescent and youth security.
- Security considerations should be made for CHA&Y who actively participate in projects and who may be at risk for voicing perspectives that may not be well received by the community.
- Avoid stating the program's objective of preventing forced recruitment, but rather emphasize the aim to strengthen the capacities of children and families.
- Maintain fluid communication channels with key territorial actors such as social leaders, to assess territorial risks.
- Promote communities' reflection on security and support them in appropriating safe spaces, building peace and social relations that discourage violence.
- Make regular security assessments and develop contingency plans to avoid risks and delays. Communities are a key source of information, as is the UNDSS and IOM's territorial liaison.
- Flexibility is required in project implementation in order to respond to evolving security conditions.
- Critical political events need to be taken into consideration as they have security implications affecting the implementation of the projects.



## Implementation:

- Ensure continuous participation of interest groups and local communities in the different tailored spaces. Strengthen their communication skills in order to support their empowerment and foster leadership in implementation.
- Promote local, institutional and community coordination in order to generate transfers of strategies and ensure capacity is installed in the territories.
- Strengthen the capacities of ARN and RPR professionals and elaborate technical products, in particular in social innovation, communication for development, project design and monitoring, and theory of change.
- Document the detailed processes of strategy implementation for future project development.
- Take into consideration the challenge of harmonization and coordination between logistical, operational and technical processes in the planning and implementation phases.
- Adjust project timelines to accommodate national and local level timings.
- Maintain flexibility in order to adjust project timelines and methodologies depending on particular dynamics of the territories and communities.
- Use technology to promote innovation and development, with the aim to create new opportunities for young people and enable them to increase their knowledge and skills.





# Differential Approaches & Community Participation



## GENERAL

- Cross-cutting differential approaches should be included throughout the project cycle, so that activities and products respond to the needs of girls and young women, or ethnic communities.
- Raise awareness among GOC entities responsible for the reintegration processes about the importance of incorporating differential approaches in the formulation, implementation and evaluation of community projects.
- Strengthen public officials' skills through periodic training. The module on rights in the certificate course implemented with family defenders could be replicated in other projects.
- It is essential that parents are included in projects promoting differential approaches from the beginning. A specific budget and training/awareness-raising spaces should be included to encourage their participation.
- The implementation of community and youth initiatives requires the identification of skills and capacities present in the community to carry out the processes and to respect and promote cultural and ancestral heritage.
- Articulation with RPR's territorial liaisons was key for the transfer of methodologies such as Menstru-Action, MILA, and Diverse Forest, leaving capacity installed in multiple regions.
- Strengthen the differential approach as it relates to persons with disabilities across strategies, for example, include sign language in public workshops.
  - Increase visibility and give a voice to the women, LGBTI population, ethnic communities and people with disabilities who contributed to the construction of peace in the prioritized territories.

## LIFE CYCLE



- There is a need to strengthen the ARN's differential approach in its implementation of the Differential Life Path Program, with particular consideration for life cycle and gender.
- Strengthen prevention projects in school environments through the use of new technologies and communications.
- In meetings where there is intergenerational participation, it is necessary to plan and implement activities and methodologies to involve people of all ages, and to not merely consider adults as accompanying the CH&A.
- Establish separate, but parallel, meeting spaces for parents to foster spaces of confidence with participant CH&A.
- Young people's participation in local initiatives and the promotion and strengthening of protective environments for them is necessary in order to reinforce the social fabric.
- Implementing artistic and sports initiatives are good learning strategies for CHA&Y from vulnerable communities who sometimes have difficulties remaining focused and following instructions.
- Approach prevention processes through ludic and participatory methods to develop the affection of children and adolescents from highly vulnerable contexts who hold important responsibilities from a very young age. This will help create community ties.



## GENDER



- Include childcare facilities/spaces in project designs and budgets to facilitate the participation of women.
- Create safe spaces that allow girls and women to talk about the violence they experience. Women's Word Circles, are crucial in identifying violence, processing feelings and experiences, and building networks that promote resilience.
- Socialize the results of the EVCNNA survey to raise awareness about the disproportionate impact of violence against women and girls, and transfer gender approach methodologies.
- Reinforce the work with young mothers in the areas of gender issues, new femininities and non-hegemonic masculinities with specific complementary modules.
- Provide training in political participation to women's groups and networks in order to enable them to exercise their own leadership, support their participation in politics, and promote the rights of women.
- Promoting families' engagement in the education of their children fosters communication between schools and families which is essential for rapidly responding to conflicts and GBV.
- Promote participation of girls in sports that are predominantly played by men as a strategy for empowerment and leadership.

## ETHNIC



- Support the strengthening of governance and the consolidation of meeting and reflection spaces in indigenous communities to promote the participation of indigenous women in decision-making and project appropriation and participation of CH&A.
- Ongoing assessment of project relevance in indigenous communities is crucial, as projects may need to be adjusted between communities, taking into account location, history, and norms. Continuous dialogue with participants to implement appropriate training tools is key.
- Adapt the learning materials, firstly for those who do not speak Spanish, and secondly, to include a cultural perspective and references to traditional knowledge.
- Providing tailored trainings to project teams that work with indigenous communities has enabled them to better accompany the leaders of indigenous and Afro-Colombian communities.
- Strengthen initiatives with a differential gender and ethnic focus.
- Raise civil society actors' and private sector's awareness about differential approaches to reintegration, in order to facilitate the employment of Afro-Colombian and indigenous peoples.
- Include teachers and community leaders into violence prevention projects, as they play a key role inside communities as the main recipients and transmitters of denunciations of violent acts.





# RPR: WHAT HAVE WE LEARNED SO FAR?

## FOURTH QUARTER, FINANCIAL YEAR 2019

Check out these key tips shared by each of RPR's management teams (Attention to Children, Prevention of Recruitment, Economic Reintegration, Community Reintegration, Justice, and Differential Approaches) and regional liaisons (Antioquia, Cauca, Valle del Cauca, Tolima, Meta, and Caquetá) this quarter.

## INTER-INSTITUTIONAL COLLABORATION



The formulation of clear guidelines at the

level of the national government has facilitated the management and inter-sectoral coordination in the territories, in particular with respect to violence prevention, which involves several sectors and actors at different levels.



The articulation with GOC institutions

guarantees the sustainability of the process and creates channels of communication that will also be beneficial to the communities in the future.



Break institutional paradigms and create

spaces for the participation of local communities to ensure project ownership in the territories.



Organize intersectoral dialogues between social

and community organizations to promote networking, cooperative alliances, and collaborative action.



Using participative methodologies to create

products in collaboration with program partners has improved the technical content and appropriation of resulting tools and actions.



Promote information-sharing, joint processes, and build on the scope and skills of partner organizations and institutions to ensure coordination continues after the end of the projects.



In the territories, the areas of education, health, social protection and sports, are fundamental in the promotion of the rights and protective environments for CH&A. Reinforcing inter-institutional coordination in these sectors is important in order to build comprehensive responses.



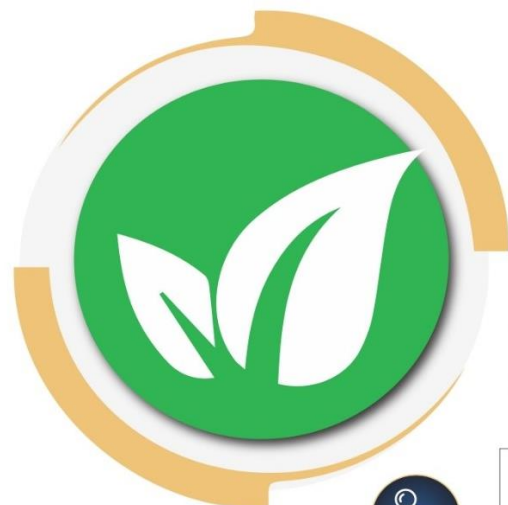
Join technical and financial efforts to generate greater impacts and results in the prevention processes and to offer quicker and more practical solutions to challenges faced.



Inform incoming administrations following the local elections of 27 October about project findings and plans.



Involve diverse areas of the same government entity to make projects more integrated and sustainable (eg. Working with a Mayor's Office and its different Secretaries).



# Sustainability



- The concept of sustainability should be incorporated across the different phases of the CRM, and in the elaboration of plans. Provide training to ensure that it is incorporated in the implementation of evaluation instruments.



- Create virtual platforms to host theory, concepts, methodologies and technical tools on sustainability to ensure that local and national government officials and external partners can access information and replicate best practices.



- The appropriation of knowledge, tools and methodologies by local facilitators is key, as it contributes to the integration and continuity of efforts into the approaches of local institutions and communities.



- Include local community and institutional actors in the creation of sustainability plans and train them to monitor and promote sustainability.



- Orient project activities in accordance with municipal development plans.

- Strengthen the capacities of the community and institutional professionals to identify and manage both public and private sector alliances.

- Further involve regional chambers of commerce to create joint actions for the implementation of life initiatives and to link trainings to the labor market.

- Articulate social and economic innovation projects with institutions, rooted at the community level, such as educational institutions, to ensure continuity and leadership development.



- Follow up on former project participants to assess whether they continue developing and benefiting from the skills learned with RPR (e.g. through education, training, or employment).



## MONITORING, EVALUATION

## LEARNING &



- Plan practical M&E activities from the beginning and throughout project implementation, in cooperation with implementing partners, to facilitate the continuous assessment and the timely and efficient collection of evaluative information.

- Encourage project managers to involve Evaluation Specialists in the planning stages to ensure an appropriate methodology and timeframe are included.

- Provide targeted support to RPR technical staff and selected GOC partners in planning, tool development, evaluations, progress review and internal evaluation activities, and identify areas where additional technical support is needed.

- Create templates to report activities, and matrixes to monitor contractual activities, action plans and chronograms. Create protocols for project monitoring.

- Improve the information system by creating new sections and fields (gender, sustainability, set targets for indicators), to guarantee the quality of information and facilitate technical follow-up of projects.

- Organize regional and national spaces that facilitate exchange of experiences between youth initiatives.

- Open continuous feedback opportunities with facilitators, teachers, and participants to allow for the reorientation of activities in order to reach the intended objectives. A final evaluative session with participants, where feedback can be provided constructively is recommended.

- Deadlines for the revision and socialization should be established internally and with the partners to ensure that once the final reports are written, findings are shared in a timely manner.



## ANNEX 5. DEC REPORT.

### 1. RPR Documents

<i>Title (Spanish)</i>	<i>Title (English)</i>	<i>Author or Authors</i>	<i>Date of publication</i>	<i>Lenguaje</i>	<i>Physical copy (Yes or No)</i>	<i>PDF (Yes or No)</i>
CIENCIA, TECNOLOGÍA Y CREATIVIDAD (Hazlo como niña)	N/A	OIM - RPR	September 2019	Spanish	No	Yes
DDR AND CHILD SOLDIER ISSUES (April 2016)	N/A	OIM - RPR	April 2016	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (April 2017)	N/A	OIM - RPR	April 2017	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (April 2018)	N/A	OIM - RPR	April 2018	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (April 2019)	N/A	OIM - RPR	April 2019	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (August 2016)	N/A	OIM - RPR	ago-16	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (August 2017)	N/A	OIM - RPR	ago-17	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (August 2018)	N/A	OIM - RPR	ago-18	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (August 2019)	N/A	OIM - RPR	ago-19	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (December 2016)	N/A	OIM - RPR	December 2016	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (December 2017)	N/A	OIM - RPR	December 2017	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (December 2018)	N/A	OIM - RPR	December 2018	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (December 2019)	N/A	OIM - RPR	December 2019	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (February 2017)	N/A	OIM - RPR	February 2017	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (February 2018)	N/A	OIM - RPR	February 2018	English	No	Yes

**RPR PROGRAM – FINAL REPORT (August 2020)**

DDR AND CHILD SOLDIER ISSUES (February 2019)	N/A	OIM - RPR	February 2019	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (Jan 2016)	N/A	OIM - RPR	January - February 2016	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (January 2017)	N/A	OIM - RPR	January 2017	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (January 2018)	N/A	OIM - RPR	January 2018	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (January 2019)	N/A	OIM - RPR	January 2019	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (January 2020)	N/A	OIM - RPR	January 2020	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (July 2016)	N/A	OIM - RPR	July 2016	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (July 2017)	N/A	OIM - RPR	July 2017	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (July 2018)	N/A	OIM - RPR	July 2018	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (July 2019)	N/A	OIM - RPR	July 2019	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (June 2016)	N/A	OIM - RPR	June 2016	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (June 2017)	N/A	OIM - RPR	June 2017	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (June 2018)	N/A	OIM - RPR	June 2018	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (June 2019)	N/A	OIM - RPR	June 2019	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (March 2016)	N/A	OIM - RPR	March 2016	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (March 2017)	N/A	OIM - RPR	March 2017	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (March 2018)	N/A	OIM - RPR	March 2018	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (March 2019)	N/A	OIM - RPR	March 2019	English	No	Yes

DDR AND CHILD SOLDIER ISSUES (May 2016)	N/A	OIM - RPR	may-16	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (May 2017)	N/A	OIM - RPR	may-17	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (May 2018)	N/A	OIM - RPR	may-18	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (May 2019)	N/A	OIM - RPR	may-19	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (November 2016)	N/A	OIM - RPR	November 2016	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (November 2017)	N/A	OIM - RPR	November 2017	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (November 2018)	N/A	OIM - RPR	November 2018	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (November 2019)	N/A	OIM - RPR	November 2019	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (October 2016)	N/A	OIM - RPR	October 2016	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (October 2017)	N/A	OIM - RPR	October 2017	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (October 2018)	N/A	OIM - RPR	October 2018	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (October 2019)	N/A	OIM - RPR	October 2019	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (September 2016)	N/A	OIM - RPR	September 2016	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (September 2017)	N/A	OIM - RPR	September 2017	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (September 2018)	N/A	OIM - RPR	September 2018	English	No	Yes
DDR AND CHILD SOLDIER ISSUES (September 2019)	N/A	OIM - RPR	September 2019	English	No	Yes
Hazlo como niña: 28 de mayo: Día Internacional de la Higiene Menstrual ¡Es hora de actuar!	N/A	OIM - RPR	May 28 / 2019	Spanish	No	Yes
Hazlo como niña: Esclarecimiento de la Verdad, la Convivencia y la No Repetición	N/A	OIM - RPR	2019	Spanish	No	Yes



Hazlo como niña: 20 de noviembre: Día Mundial de los Niños y las Niñas.	N/A	OIM - RPR	November 20 / 2018	Spanish	No	Yes
Hazlo como niña: 8 de Marzo: Día Internacional de la Mujer ¿Celebración o Conmemoración?	N/A	OIM - RPR	March 8 / 2019	Spanish	No	Yes
Hazlo como niña: Día Internacional de la Niña “Una generación de niñas sin un guion preestablecido e imparables”	N/A	OIM - RPR	October 10 / 2019	Spanish	No	Yes
Hazlo como niña: Día Internacional de la Niña: 11 de octubre “Con ellas: una generación de niñas preparadas”	N/A	OIM - RPR	October 31 / 2018	Spanish	No	Yes
Hazlo como niña: Ideas para incorporar la perspectiva de género en proyectos del programa RPR	N/A	OIM - RPR	September 30 / 2018	Spanish	No	Yes
Hazlo como niña: Ideas para la incorporación de nuevas masculinidades en proyectos del programa RPR	N/A	OIM - RPR	January 30 / 2019	Spanish	No	Yes
Hazlo como niña: Ideas para la incorporación de nuevas masculinidades en proyectos del programa RPR	N/A	OIM - RPR	Novembre 27 / 2019	Spanish	No	Yes
Hazlo como niña: Niñas, niños y adolescentes le hablan a la Comisión de la Verdad	N/A	OIM - RPR	April 22 / 2019	Spanish	No	Yes
Hazlo como niña: Únete para poner fin a la violencia contra las niñas y las mujeres.	N/A	OIM - RPR	January 8 / 2019	Spanish	No	Yes
Paz para Nerds (Abril 2018)	N/A	OIM - RPR	April 2018	Spanish	No	Yes
Paz para Nerds (Agosto 2017)	N/A	OIM - RPR	Agost 2017	Spanish	No	Yes
Paz para Nerds (Agosto 2018)	N/A	OIM - RPR	Agos 2018	Spanish	No	Yes
Paz para Nerds (Enero 2018)	N/A	OIM - RPR	January 2018	Spanish	No	Yes
Paz para Nerds (Enero 2019)	N/A	OIM - RPR	January 2019	Spanish	No	Yes
Paz para Nerds (Febrero 2018)	N/A	OIM - RPR	February 2018	Spanish	No	Yes
Paz para Nerds (Febrero 2019)	N/A	OIM - RPR	February 2019	Spanish	No	Yes
Paz para Nerds (Julio 2017)	N/A	OIM - RPR	July 2018	Spanish	No	Yes

Paz para Nerds (Julio 2018)	N/A	OIM - RPR	July 2019	Spanish	No	Yes
Paz para Nerds (Junio 2017)	N/A	OIM - RPR	June 2018	Spanish	No	Yes
Paz para Nerds (Junio 2018)	N/A	OIM - RPR	June 2019	Spanish	No	Yes
Paz para Nerds (Marzo - Mayo 2019)	N/A	OIM - RPR	May 2019	Spanish	No	Yes
Paz para Nerds (Marzo 2018)	N/A	OIM - RPR	March 2018	Spanish	No	Yes
Paz para Nerds (Mayo 2017)	N/A	OIM - RPR	May 2017	Spanish	No	Yes
Paz para Nerds (Mayo 2018)	N/A	OIM - RPR	May 2018	Spanish	No	Yes
Paz para Nerds (Noviembre 2017)	N/A	OIM - RPR	Novembre 2017	Spanish	No	Yes
Paz para Nerds (Noviembre 2018)	N/A	OIM - RPR	Novembre 2018	Spanish	No	Yes
Paz para Nerds (Octubre 2017)	N/A	OIM - RPR	October 2017	Spanish	No	Yes
Paz para Nerds (Octubre 2018)	N/A	OIM - RPR	October 2018	Spanish	No	Yes
Paz para Nerds (Septiembre 2017)	N/A	OIM - RPR	September 2017	Spanish	No	Yes
Paz para Nerds (Septiembre 2018)	N/A	OIM - RPR	September 2018	Spanish	No	Yes
RPR Spotlight Bandas criminales y organizadas de Reclutamiento y uso de menores	RPR Spotlight Minors	OIM - RPR	October 2016	English	No	Yes
RPR Spotlight Acuerdos del cese al fuego y reintegración temprana	RPR Spotlight Early reintegraton	OIM - RPR	June - July 2016	English	No	Yes
RPR Spotlight Circunscripciones especiales de paz_Julio2017	RPR Sportlight Special Transitional Peace Constituencies	OIM - RPR	July 2017	English	No	Yes
RPR Spotlight D + 180_May217	RPR Spotlight D+180	OIM - RPR	May 2017	English	No	Yes
RPR Spotlight Decreto 2027 (2016) y la formación del Consejo Nacional de Reincorporación_Ene2017	RPR Spotlight Nacional Reparation Council	OIM - RPR	January 2017	English	No	Yes
RPR Spotlight Desafíos para la estabilización de la Paz_Abr2017	RPR Spotlight Challenges stabilizing peace	OIM - RPR	April 2017	English	No	Yes
RPR Spotlight El Acuerdo fina de Paz_Sept2016	RPR Spotlight Reincorporation final peace accords	OIM - RPR	September 2016	English	No	Yes
RPR Spotlight Estado del Marco Jurídico para la implementación de los Acuerdos de Paz_Jun2017	RPR Spotlight State of Legal Framework for Implementation	OIM - RPR	June 2017	English	No	Yes
RPR Spotlight Género en la implementación del	RPR Spotlight_Gender	OIM - RPR	April 2018	English	No	Yes

Acuerdo de Paz Parte II Abril 2018	in the Implementation of the Peace Accords Part II					
RPR Spotlight Hacia una “Paz Completa” Agenda de negociación del ELN_Abril 2015	RPR Spotlight ELN Negotiation Agenda_Abril2016	OIM - RPR	April 2016	English	No	Yes
RPR Spotlight Jurisdicción Especial para la Paz y crímenes no elegibles para la amnistía_Feb2017	RPR Spotlight special jurisdiction	OIM - RPR	February 2017	English	No	Yes
RPR Spotlight Justicia y amnistía en el Acuerdo de Paz_Dic2016	RPR Spotlight Justice and Amnesty in the Accord	OIM - RPR	December 2016	English	No	Yes
RPR Spotlight LOS ETCR_Septiembre 2017	RPR Spotlight ETCR	OIM - RPR	September 2017	English	No	Yes
RPR Spotlight Negociaciones del Gobierno con pandillas_Nov2016	RPR Spotlight CAG Truces	OIM - RPR	November 2016	English	No	Yes
RPR Spotlight Reincidencia factores económicos y redes sociales_Mar2017	RPR Spotlight Recidivism- Economic and SN Factors	OIM - RPR	March 2017	English	No	Yes
RPR Spotlight Riesgo de NNAJ en el posacuerdo agosto 2017	RPR Spotlight Risk to minors	OIM - RPR	August 2017	English	No	Yes
Spotlight - CONPES reincorporación Parte I (Septiembre 2018)	RPR Spotlight Colombia Reincorporation Policy - Part I	OIM - RPR	September 2018	English	No	Yes
Spotlight - CONPES reincorporación Parte II (Octubre 2018)	RPR Spotlight Colombia Reincorporation Policy Part II	OIM - RPR	October 2018	English	No	Yes
Spotlight - Consejos de Paz (Julio 2018)	RPR Spotlight Peace Councils	OIM - RPR	July 2018	English	No	Yes
Spotlight - Crisis migratoria venezolana (Junio 2018)	RPR Spotlight Venezuelan Migrant Crisis	OIM - RPR	June 2018	English	No	Yes
Spotlight - Hacia una aproximación integral de los PDET (septiembre 2019)	Spotlight - Toward an integral approach of the PDET opportunities for territorial peace	OIM - RPR	September 2019	English	No	Yes
Spotlight - Justicia Restaurativa Parte I (Noviembre 2018)	RPR Spotlight - Restorative Justice and Practices Part I	OIM - RPR	November 2018	English	No	Yes
Spotlight - Justicia Restaurativa Parte II (Enero 2019)	Spotlight - Restorative Justice and Practices Part II	OIM - RPR	January 2019	English	No	Yes

Spotlight - La frontera como epicentro (Agosto 2018)	Spotlight -The border as an epicenter of migration, illegality, and violence	OIM - RPR	August 2018	English	No	Yes
Spotlight - Pandillas en tiempos de globalización (Agosto 2019)	RPR Spotlight - Gangs in the time of globalization	OIM - RPR	July - August 2019	English	No	Yes
Spotlight - Participación política en contextos de post acuerdo de paz (octubre 2019)	Spotlight - Political participation in post-Peace Accord contexts	OIM - RPR	October 2019	English	No	Yes
Spotlight - Programa Sustitucion Cultivos (Mayo 2018)	RPR Spotlight Integrated National Plan for Illicit Crop Substitution	OIM - RPR	may-18	English	No	Yes
Spotlight Acuerdo de Paz en Colombia -Primer año Diciembre	RPR Spotlight First year of implementation Part II	OIM - RPR	December 2017	English	No	Yes
Spotlight Acuerdo de Paz en Colombia -Primer año Noviembre	RPR Spotlight First year of implementation	OIM - RPR	November 2017	English	No	Yes
Spotlight Generación de Ingresos y Proceso de Paz	RPR Spotlight Economic Reintegration	OIM - RPR	May 2016	English	No	Yes
Spotlight Género y Acuerdo de paz en Colombia Parte I	RPR Spotlight Gender and the Implementation of the Peace Accords Part I	OIM - RPR	March 2018	English	No	Yes
Spotlight Mujeres en el proceso de paz y construcción de paz	RPR Spotlight Gender	OIM - RPR	August 2016	English	No	Yes
Spotlight Proceso de Paz con el ELN	RPR Spotlight ELN Peace Process on Rocky Ground	OIM - RPR	February 2018	English	No	Yes
Spotlight Pueblos Étnicos en Colombia (Abril 2019)	RPR Spotlight - Ethnic peoples in Colombia	OIM - RPR	April 2019	English	No	Yes
Spotlight Reclutamiento de NNA (Febrero-Marzo 2019)	RPR Spotlight Recruitment of CHAY	OIM - RPR	February-March 2019	English	No	Yes
Spotlight Reintegración y el sector privado	RPR Spotlight Reintegration and the Private Sector	OIM - RPR	January 2018	English	No	Yes
Spotlight SISTEMA JUVENIL DE JUSTICIA Octubre 2017	RPR Spotlight Juvenile Justice Systems	OIM - RPR	October 2017	English	No	Yes
Plan de Monitoreo, Evaluación y aprendizaje MEL	Project Monitoring, Evaluation, and Learning Plan MEL	OIM - RPR	January 2019	English	No	No



Estudio sobre la dinámica del reclutamiento y la utilización de niños, niñas y adolescentes y los factores de riesgo y protección en el conflicto armado: Un análisis integral y territorial. Informe Reclutamiento	Study on the dynamics of the recruitment and use of children, girls and adolescents and the factors of risk and protection in armed conflict: A comprehensive and territorial analysis.	OIM - RPR- CIFRAS Y CONCEPTOS	may-16	Spanish	Yes	Yes
Estudio sobre la dinámica del reclutamiento y la utilización de niños, niñas y adolescentes y los factores de riesgo y protección en el conflicto armado: Un análisis integral y territorial. Informe Utilización	Study on the dynamics of the recruitment and use of children, girls and adolescents and the factors of risk and protection in armed conflict: A comprehensive and territorial analysis.	OIM - RPR- CIFRAS Y CONCEPTOS	may-16	Spanish	Yes	Yes
Segunda Fase estudio sobre la dinámica del reclutamiento y la utilización de niños, niñas y adolescentes y los factores de riesgo y protección en el conflicto armado: Un análisis integral y territorial.	Study on the dynamics of recruitment and use of children and adolescents and risk and protection factors in the armed conflict: A comprehensive and territorial analysis (Second Phase)	OIM - RPR- CIFRAS Y CONCEPTOS	August 2017	Spanish	Yes	Yes
Informe Final Evaluación Indicadores Programa de Reintegración y Prevención del Reclutamiento (RPR)	Final Report Evaluation Indicators Reintegration and Recruitment Prevention Programme (RPR)	OIM - RPR- CIFRAS Y CONCEPTOS	January 2019	Spanish	Yes	NO
Estado de la Implementación del Acuerdo Final (En Síntesis)	N/A	OIM - RPR	October 2018	Spanish	No	Yes
Política e instrumentos en materia de Género (En Síntesis)	N/A	OIM - RPR	December 2018	Spanish	No	Yes
Paz con legalidad: Política para la estabilización (En Síntesis)	N/A	OIM - RPR	June 2019	Spanish	No	Yes
360 miradas para entender la reintegración y la prevención al reclutamiento - Atención	N/A	OIM - RPR	January 2020	Spanish	Yes	Yes

360 miradas para entender la reintegración y la prevención al reclutamiento - Enfoques Diferenciales	N/A	OIM - RPR	January 2020	Spanish	Yes	Yes
360 miradas para entender la reintegración y la prevención al reclutamiento - Justicia	N/A	OIM - RPR	January 2020	Spanish	Yes	Yes
360 miradas para entender la reintegración y la prevención al reclutamiento - Prevención del Reclutamiento	N/A	OIM - RPR	January 2020	Spanish	Yes	Yes
360 miradas para entender la reintegración y la prevención al reclutamiento - Reintegración Comunitaria	N/A	OIM - RPR	January 2020	Spanish	Yes	Yes
360 miradas para entender la reintegración y la prevención al reclutamiento - Reintegración Económica	N/A	OIM - RPR	January 2020	Spanish	Yes	Yes
Mapa Social del Posconflicto	Social Mapping of Postconflic Colombia	OIM - RPR	Septiembre 2017	English	No	Yes
Factores de Riesgo para el Reclutamiento ¿Qué tan probable el que un niño, niña o adolescente sea reclutado en Colombia?	N/A	OIM - RPR - CIFRAS Y CONCEPTOS	April 2020	Spanish	No	Yes
Diagnostico y Lineamientos de Política para la aplicación de la Justicia Juveil Restaurativa en Colombia	N/A	OIM - RPR - MINISTERIO DE JUSTICIA	June 2019	Spanish	No	Yes
Infografía Ministerio de Justicia	N/A	OIM - RPR - MINISTERIO DE JUSTICIA	June 2019	Spanish	No	Yes
Linea de Política Pública de Prevención del Reclutamiento, Utilización, Uso y Violencia Sexual Contra Niños, Niñas y Adolescentes por Parte de Grupos Armados Organizados (GAO) y Grupos Delictivos Organizados (GDO)	N/A	OIM-RPR	June 2019	Spanish	No	Yes
Sistema de Intormación Interinstitucional de Justicia Restaurativa - SIIJT	N/A	OIM-RPR-MINISTERIO DE JUSTICIA	February 2019	Spanish	No	Yes
N/A	Foster Care For Former Child Soldiers: Often the Best Option Aviable	OIM-RPR	December 2016	English	No	Yes

N/A	Gender Initiatives by the International Organization for Migration Funded by USAID/Colombia	OIM-RPR-IPA-VISP	June 2017	English	No	Yes
N/A	Community-based Reintegration of Ex-combatants in Colombia	OIM-RPR-Agencia Colombiana para la Reintegración	March 2017	English	No	Yes
N/A	Situation of Children and Adolescents	OIM-RPR	December 2016	English	No	Yes
N/A	12 Factors that Promote Success in Income Generating Associative Projects	OIM-RPR	March 2017	English	No	Yes
Ranking de factores de riesgo Reclutamiento de niños, niñas y adolescentes	N/A	OIM-RPR-Cifras y Conceptos	Septiembre 2016	Spanish	No	Yes
Estudio Exploratorio Utilización y Uso de Niños, Niñas y Adolescentes	N/A	OIM-RPR-Cifras y Conceptos	September 2016	Spanish	No	Yes
Nota de Política Pública: Sistematización de experiencias: Modelo de Reintegración Comunitaria en Cúcuta (Norte de Santander), Palmira (Valle del Cauca) y La Dorada (Caldas)	N/A	OIM-RPR-Agencia Colombiana para la Reintegración	January 2017	Spanish	No	Yes
Nota de Política Pública: Evaluación de Enfoque Diferencial de la ACR para Personas con Discapacidad	N/A	OIM-RPR-Agencia Colombiana para la Reintegración	may-17	Spanish	No	Yes
N/A	Reintegration and Prevention of Recruitment (RPR) Program - Colombia USAID: Economic Reintegration Component	OIM-RPR	December 2016	English	No	Yes
N/A	RPR: What have we learned so far? First Quarter, Financial Year Implementation	OIM-RPR	February 2019	English	No	Yes
N/A	RPR: What have we learned so far? First Quarter, Financial Year Implementation	OIM-RPR	January 2020	English	No	Yes

N/A	RPR: What have we learned so far? First Quarter, Financial Year Implementation Inter-Institutional Collaboration	OIM-RPR	February 2019	English	No	Yes
N/A	RPR: What have we learned so far? First Quarter, Financial Year Implementation Inter-Institutional Collaboration	OIM-RPR	January 2020	English	No	Yes

## 2. Technical Reports

<i>Title (English)</i>	<i>Author or Authors</i>	<i>Date of publication</i>	<i>Physical copy (Yes or No)</i>	<i>PDF (Yes or No)</i>
RPR QUARTERLY REPORT #1 October 2015 December 2015	OIM - RPR	31/01/2016	No	Yes
RECRUITMENT PREVENTION AND REINTEGRATION PROGRAM (RPR) QUARTERLY REPORT #2 January 2016 – March 2016	OIM - RPR	30/04/2016	No	Yes
RECRUITMENT PREVENTION AND REINTEGRATION PROGRAM (RPR) QUARTERLY REPORT #3 April 2016 – June 2016	OIM - RPR	31/07/2016	No	Yes
RECRUITMENT PREVENTION AND REINTEGRATION PROGRAM (RPR) QUARTERLY REPORT # 4 July 2016 - September 2016	OIM - RPR	31/10/2016	No	Yes
Recruitment prevention and integration program (RPR) : quarterly report #5, October-December 2016	OIM - RPR	31/01/2017	No	Yes
Recruitment prevention and integration program (RPR) : quarterly report #6, January-March 2017	OIM - RPR	30/04/2017	No	Yes
RECRUITMENT PREVENTION AND REINTEGRATION PROGRAM (RPR) QUARTERLY REPORT #7 April - June 2017	OIM - RPR	31/07/2017	No	Yes
IOM RPR Quarterly Report Q4 July-Sept 2017	OIM - RPR	31/10/2017	No	Yes
IOM RPR Quarterly Report Q1 FY2018 Oct-Dec2017	OIM - RPR	31/01/2018	No	Yes
IOM RPR Quarterly Report Q2 FY2018 Jan-Mar2018	OIM - RPR	30/04/2018	No	Yes
IOM RPR Quarterly Report Q3 FY2018 Apr-Jun2018	OIM - RPR	31/07/2018	No	Yes
IOM RPR Quarterly Report Q4 FY2018 July-Sept 2018	OIM - RPR	31/10/2018	No	Yes
IOM RPR Quarterly Report Q1 FY2019 Oct-Dec 2018	OIM - RPR	31/01/2019	No	Yes
IOM RPR Quarterly Report Q2 FY2019 Jan-Mar 2019	OIM - RPR	30/04/2019	No	Yes
IOM RPR Quarterly Report Q3 FY2019 Apr-Jun 2019	OIM - RPR	31/07/2019	No	Yes
IOM RPR Quarterly Report Q4 FY2019 Jul-Sept 2019	OIM - RPR	31/10/2019	No	Yes
IOM RPR Quarterly Report Q1 FY2020 Oct2019-Jan2020	OIM - RPR	28/02/2020	No	Yes
IOM RPR Report Final - 2016 - 2020	OIM - RPR	31/08/2020	YES	YES
IOM RPR Lesson Learned report	OIM - RPR	31/08/2020	YES	YES



## 3. Publications

<i>Organización Internacional para las Migraciones (OIM)</i>								
<i>Programa de Prevención, Desmovilización y Reintegración (PDR)</i>								
<i>Matriz de Publicaciones USAID - Gerencia de Prevención del Reclutamiento</i>								
<i>Title (Spanish)</i>	<i>Title (English)</i>	<i>Author or Authors</i>	<i>Date of publication</i>	<i>Language</i>	<i>Physical copy (Yes or No)</i>	<i>PDF (Yes or No)</i>	<i>Tema</i>	<i>Abstract</i>
Encuesta de Violencia contra Niños, Niñas y Adolescentes en Colombia, 2018	Colombia Violence Against Children and Youth Survey, 2018	* Ministerio de Salud y Protección Social - MSPS * Centros para el Control y Prevención de Enfermedades de los Estados Unidos - CDC * Organización Internacional para las Migraciones - OIM	January 2020	Spanish English	Yes	Yes	Prevalencia de violencias físicas, psicológicas y sexuales contra niños, niñas y adolescentes en Colombia	La EVCNNA en Colombia incluyó un conjunto exhaustivo de datos que reflejan las experiencias, fortalezas y riesgos de los niños/as y adolescentes que viven en Colombia. Se incluye un análisis de la información representativa de 170 municipios priorizados afectados por el conflicto armado, identificados por el Decreto 893 del 28 de mayo de 2017. Estos hallazgos, contribuyen a identificar oportunidades para abordar factores que puedan evitar tales experiencias. Los resultados de la EVCNNA incluyen hallazgos significativos

								<p>que proporcionan información sobre las vivencias de la niñez colombiana.</p> <p>1. Aproximadamente dos de cada cinco mujeres (40.8%) y hombres (42.1%) han sido víctimas de cualquier tipo de violencia (física, sexual o psicológica).</p> <p>2. Cerca de una de cada cuatro mujeres (26.5%) y uno de cada tres hombres (37.5%) han sido víctimas de violencia física en la niñez.</p> <p>3. Una de cada cinco mujeres (21.2%) y uno de cada diez hombres (9.5%) fueron víctimas de violencia psicológica por parte de los padres, cuidadores adultos o parientes adultos en la niñez.</p> <p>4. Aproximadamente una de cada tres mujeres (30.5%) y uno de cada seis hombres (16.9%) han padecido inseguridad alimentaria en</p>
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								la adolescencia.
								5. En las personas jóvenes adultas, 33.0% de las mujeres y 36.2% de los hombres, tuvieron un inicio temprano de la actividad sexual, definido como tener relaciones sexuales antes de cumplir los 15 años.
								6. Aproximadamente una de cada tres mujeres (30.5%) resultó embarazada antes de cumplir 18 años y más de una de cada cuatro mujeres (28.8%) estaba casada antes de cumplir 18 años.
								7. La migración de los padres también fue común durante la infancia, siendo los padres (hombres) quienes por lo general migraron cuando los adolescentes eran más pequeños.
								8. Las mujeres en Colombia tienen más probabilidades de haber sido víctimas de violencia sexual que los

								<p>hombres. Los agresores más comúnmente reportados en los primeros eventos durante la infancia fueron los amigos, compañeros de estudios o vecinos.</p> <p>9. Cerca de la mitad de las víctimas de violencia sexual no le contaron a nadie acerca de estos eventos.</p> <p>10. Muchas de las víctimas de violencia física no le contaron a nadie acerca de estos eventos y solo unas pocas solicitaron o recibieron atención.</p> <p>11. La violencia está asociada a problemas de salud importantes, incluyendo trastornos mentales, abuso del alcohol, autolesiones o ideación suicida, e intentos de suicidio.</p> <p>12. Sufrir violencia durante la infancia estuvo significativamente asociado a cometer actos de violencia, evidenciando el ciclo de</p>
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								violencia que a menudo ocurre en familias y comunidades.
Documento de Sistematización del Componente de Prevención de violencias	Systematization Document of the Violence Prevention Component	* Ministerio de Salud y Protección Social - MSPS * Centros para el Control y Prevención de Enfermedades de los Estados Unidos - CDC * Organización Internacional para las Migraciones - OIM	January 2020	Spanish	No	Yes	Implementación de acciones de prevención de violencias contra niños, niñas y adolescentes en territorios priorizados	Las Encuestas de Violencia contra Niños, Niñas y Adolescentes (EVCNNA por sus siglas en español), se enmarcan en una iniciativa del nivel internacional, cuyo objetivo es prevenir la violencia contra los niños, niñas y adolescentes. En tanto que esta encuesta produce estimativos en torno a la prevalencia de violencia física, psicológica y sexual, sus resultados se utilizan como

								<p>base para la implementación de políticas y estrategias de prevención y control de la violencia basadas en evidencia. La formalización de estas actividades en Colombia se materializó a partir del lanzamiento de la Alianza Nacional contra todas las formas de Violencia hacia Niñas, Niños y Adolescentes, evento liderado por la Presidencia de la República y el Instituto Colombiano de Bienestar Familiar (ICFB), en el cual se socializaron los principales hallazgos de la encuesta EVCNNA. Dentro de los objetivos propuestos y el marco de implementación de la encuesta en Colombia, el MSPS, los CDC y la OIM, tomaron una posición centrada en la garantía de los derechos y la protección de niñas, niños y adolescentes, sobre todo en aquellos territorios en los que las</p>
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								<p>acciones de violencia se continúan perpetuando en sus poblaciones. Para entender mejor los retos y características reales de la respuesta nacional a la victimización de infantil, de adolescentes y jóvenes, se desarrolló un componente que incorporó acciones colectivas de respuesta en prevención y atención integral de violencias. Colombia es el primer país que las propone como consecuencia directa de la implementación de la encuesta; proceso que se desarrolló durante el 2019. Se priorizaron seis territorios: Medellín y El Bagre (Antioquia), Buenaventura (Valle del Cauca), Cúcuta (Norte de Santander), Timbiquí (Cauca) y Mitú (Vaupés). En estos municipios durante la recolección de datos, se identificaron</p>
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								<p>falencias en los procesos de prestación de servicios y flujo de información. Para dar respuesta a estos retos se avanzó en el fortalecimiento de las capacidades institucionales a los Agentes del Sistema de Salud y a los Comités Municipales Intersectoriales, que tienen como rol actuar como mecanismos articuladores para el abordaje integral de las violencias de género, donde se incluyen las violencias contra niños, niñas y adolescentes. Igualmente se apoyó la formulación concertada con las comunidades respecto a iniciativas territoriales basadas en la comunicación y movilización social para la prevención y atención integral de las violencias, convocando a niñas, niños, adolescentes, jóvenes y mujeres en su diseño, implementación</p>
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								y seguimiento. Estas acciones se respaldaron política y estratégicamente dentro de un proceso de gestión intersectorial, liderado por el MSPS desde el nivel nacional, a partir de la conformación y operación del Mecanismo Articulador para el abordaje integral de las violencias de género.
Por la niñez migrante	Fpr the cause of migrant children	Semana	December 2019	Spanish	Yes	Yes	Migración y niñez	La cooperación internacional está apoyando al Gobierno colombiano para que la voz de los niños, niñas y adolescentes migrantes sea la guña de las estrategias de protección de sus derechos.
Propuesta de Fortalecimiento de la Modalidad de Atención a la Sanción de Prestación de Servicios a la Comunidad en el Sistema de Responsabilidad Penal para Adolescentes	Proposal to Strengthen the Modality of Attention to the Sanction of Provision of Services to the Community in the Criminal Responsibility System for Adolescents	ICBF-OIM-USAID	December 2019	Spanish	No	Yes	Modalidad de atención Prestación de Servicios a la Comunidad	El presente documento desarrolla algunas orientaciones a tener en cuenta para la puesta en marcha de la propuesta de fortalecimiento, y se estructura en dos capítulos: en el primero, se proponen actividades orientadas a obtener resultados en

								<p>un escenario estructural, en el cual se fija como punto de partida la articulación entre el ICBF, el Consejo Superior de la Judicatura, la Fiscalía General de la Nación y la Defensoría del Pueblo, entre otros. En este escenario se pretende que los actores mencionados fortalezcan su articulación en aras de potenciar la comprensión que las y los adolescentes logran con respecto a la sanción, el reconocimiento de la modalidad de PSC como una medida con potencial de alto impacto social, y la participación de víctimas directas e indirectas en procesos restaurativos. El segundo capítulo abarca las acciones orientadas a resultados de índole operativo, concretando acciones de fortalecimiento internas y externas a desarrollar entre el ICBF y los operadores</p>
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								pedagógicos, que tengan efectos positivos en los procesos de atención a adolescentes y jóvenes, y que se reflejen en contextos comunitarios de forma vinculante con otros actores estratégicos para el SRPA.
MODELO DE FORMACIÓN PARA LA CIUDADANÍA. ESTRATEGIAS QUE CONTRIBUYEN A EDUCAR PARA LA PAZ Documento General	FORMATION MODEL FOR CITIZENSHIP . STRATEGIES THAT HELP EDUCATE FOR PEACE General document	Equipo contratado OIM: OIM: Juan Camilo Aljuri Pimiento (coordinador nacional); Juan Fernando Franco Berón, Alejandra Londoño Bustamante, Jairo Matéus Arbeláez, Miguel Fernando Moreno Franco, Jenny Nieto Mejía (equipo de diseño)	ago-18	Spanish	No	Yes	Pedagogía	Documento general orientador de una serie de guías de apoyo dirigidas a docentes en la realización de prácticas pedagógicas, para facilitar la formación en ciudadanía, el ejercicio de los derechos humanos y la construcción de paz en el Aula. Las guías retoman las competencias ciudadanas integradoras, metodologías y didácticas pertinentes para la reflexión y el aprendizaje ciudadano, para incentivar el trabajo colaborativo y la construcción de alianzas entre docentes dentro y fuera del Establecimiento Educativo (EE), además de la planeación, observación y

								retroalimentación de las prácticas pedagógicas como caminos posibles hacia la redistribución, la reconciliación, el reconocimiento y la representación, que son puntos de partida para las relaciones justas y equitativas entre las personas y los diferentes grupos sociales.
MODELO DE FORMACIÓN PARA LA CIUDADANÍA. ESTRATEGIAS QUE CONTRIBUYEN A EDUCAR PARA LA PAZ. ESCENARIO I AULA. Protocolos de Formación y Acompañamiento	FORMATION MODEL FOR CITIZENSHIP . STRATEGIES THAT HELP EDUCATE FOR PEACE CLASSROOM I SCENARIO. Training and Accompaniment Protocols	Equipo contratado OIM: OIM: Juan Camilo Aljuri Pimiento (coordinador nacional); Juan Fernando Franco Berón, Alejandra Londoño Bustamante, Jairo Matéus Arbeláez, Miguel Fernando Moreno Franco, Jenny Nieto Mejía (equipo de diseño)	ago-18	Spanish	No	Yes	Pedagogía	El documento corresponde a la Fase I del Modelo de Formación para la ciudadanía. Está organizado en tres ciclos de la misma duración, así : Ciclo 1: reconocimiento del contexto y la planeación de la acción; Ciclo 2: A apropiación de competencias ciudadanas integradoras que facilitan la construcción de relaciones justas, respetuosas y equitativas entre las personas y los grupos sociales; y ciclo 3: Valoración del proceso, la



								potenciación de las alianzas y la proyección al siguiente escenario. Cada ciclo se desarrolla a través de protocolos de Formación, Acompañamiento situado y Acompañamiento a secretarías de educación y aliados.
MODELO DE FORMACIÓN PARA LA CIUDADANÍA. ESTRATEGIAS QUE CONTRIBUYEN A EDUCAR PARA LA PAZ. ESCENARIO II ESCUELA. Protocolos de Formación y Acompañamiento	FORMATION MODEL FOR CITIZENSHIP . STRATEGIES THAT HELP EDUCATE FOR PEACE SCHOOL II SCENARIO. Training and Accompaniment Protocols	Equipo contratado OIM: OIM: Juan Camilo Aljuri Pimiento (coordinador nacional); Juan Fernando Franco Berón, Alejandra Londoño Bustamante, Jairo Matéus Arbeláez, Miguel Fernando Moreno Franco, Jenny Nieto Mejía (equipo de diseño)	ago-18	Spanish	No	Yes	Pedagogía	El documento corresponde a la Fase II del Modelo de Formación para la ciudadanía. Está organizado en tres ciclos de la misma duración, así: Ciclo 1: actualización y reconocimiento del contexto y ajustes en el Plan de acción; ciclo 2: Apropiación, adecuación e implementación de estrategias didácticas; y Ciclo 3: Retroalimentación de la práctica, valoración de alianzas, puente al siguiente escenario. Cada ciclo se desarrolla a través de protocolos de Formación, Acompañamiento situado y Acompañamiento a secretarías

								de educación y aliados.
MODELO DE FORMACIÓN PARA LA CIUDADANÍA. ESTRATEGIAS QUE CONTRIBUYEN A EDUCAR PARA LA PAZ. ESCENARIO III TERRITORIO. Protocolos de Formación y Acompañamiento	FORMATION MODEL FOR CITIZENSHIP . STRATEGIES THAT HELP EDUCATE FOR PEACE TERRITORY III SCENARIO. Training and Accompaniment Protocols	Equipo contratado OIM: Juan Camilo Aljuri Pimiento (coordinador nacional); Juan Fernando Franco Berón, Alejandra Londoño Bustamante, Jairo Matéus Arbeláez, Miguel Fernando Moreno Franco, Jenny Nieto Mejía (equipo de diseño)	ago-18	Spanish	No	Yes	Pedagogía	El documento corresponde a la Fase III del Modelo de Formación para la ciudadanía. Está organizado en tres ciclos de la misma duración, así: Ciclo1: Reconocimiento del contexto; ciclo 2: apropiación de competencias integradoras que promueven justicia social; ciclo 3: una evaluación y proyección. Cada ciclo se desarrolla a través de protocolos de Formación, Acompañamiento situado y Acompañamiento a secretarías de educación y aliados.

MODELO DE FORMACIÓN PARA LA CIUDADANÍA. ESTRATEGIAS QUE CONTRIBUYEN A EDUCAR PARA LA PAZ. Módulo de competencias Ciudadanas Específicas en Sexualidad	FORMATION MODEL FOR CITIZENSHIP . STRATEGIES THAT HELP EDUCATE FOR PEACE Module of Specific Citizen competences in Sexuality	Equipo contratado OIM: Ángela María Rojas Martínez	ago-18	Spanish	No	Yes	Pedagogía	Como parte del fortalecimiento de las competencias ciudadanas, el Modelo de Formación contempla el fortalecimiento de competencias de docentes, directivas y secretarías de Educación en educación de la sexualidad. Este módulo ofrece un guía específica en competencias ciudadanas para promover en cada grado escolar, con el ánimo de facilitar a docentes, directivas y secretarías de Educación la planeación de estrategias educativas encaminadas a fomentar dichas competencias en niñas, niños y jóvenes en el marco de la formación en ciudadanía y como contribución significativa a la consolidación de la paz.
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MODELO DE FORMACIÓN PARA LA CIUDADANÍA. ESTRATEGIAS QUE CONTRIBUYEN A EDUCAR PARA LA PAZ. GUÍA DE FORMACIÓN para facilitar la apropiación y el uso del Módulo de Competencias Ciudadanas Específicas en Sexualidad	FORMATION MODEL FOR CITIZENSHIP . STRATEGIES THAT HELP EDUCATE FOR PEACE TRAINING GUIDE to facilitate the appropriation and use of the Module of Specific Citizen Competences in Sexuality	Equipo contratado OIM: Ángela María Rojas Martínez	ago-18	Spanish	No	Yes	Pedagogía	Como parte del fortalecimiento de las competencias ciudadanas, el Modelo de Formación contempla el fortalecimiento de competencias de docentes, directivas y secretarías de Educación en educación de la sexualidad. Esta guía ha sido diseñada con el propósito de apoyar la tarea de apropiación y el uso del Modulo específico de competencias ciudadanas específicas en sexualidad (MCCES), en los procesos de acompañamiento o que se realizan con docentes, directivas docentes y secretarías de Educación.
MODELO DE FORMACIÓN PARA LA CIUDADANÍA. ESTRATEGIAS QUE CONTRIBUYEN A EDUCAR PARA LA PAZ. MÓDULO DE PREVENCIÓN de consumo de sustancias psicoactivas (spa)	FORMATION MODEL FOR CITIZENSHIP . STRATEGIES THAT HELP EDUCATE FOR PEACE PREVENTION MODULE for the consumption of psychoactive substances (spa)	Equipo contratado OIM: Juan Calos Celis González	ago-18	Spanish	No	Yes	Pedagogía	Este módulo busca aportar a la prevención del consumo de sustancias psicoactivas, dotando a los docentes y docentes administrativos de herramientas pedagógicas que les permitan comprender el fenómeno del consumo de sustancias



								psicoactivas y adoptar estrategias pedagógicas y didácticas orientadas especialmente a fortalecer los factores de protección de los niños, niñas y adolescentes en los planteles escolares.
Un gran comité	One big comeetee	Semana	December 2019	Spanish	Sí	Sí	Comité consultivo de niñas para al prevención de violencias.	Se llama Comité Cnsultivo de Niñas y Adolescentes, se fundó hace un año en Colombia y está conformado por 14 lideresas menores de edad, de diversas regiones del país. Conozca la historia de esta iniciativa.
Lejos del peligro	Far from danger	Semana	December 2019	Spanish	Sí	Sí	Prevención de uso y utlización de niños, niñas, adolescentes y jóvenes por parte de grupos al margen de la ley.	Con diversas estrategias, desde la Cooperación Internacional y en articulación con las entidades locales, se logra que el emprendimiento y el arte sean herramientas que aportan a l garantía de los Derechos humanos de la infancia y juventud del país.
En Tierra Caliente todas las noches son azules: Travesia por la verdad	In Tierra Caliente every night is blue: Crossing the truth	Arturo Charria	2019	Spanish		Si	Obra literaria	travesias por la verdad , es una metodologia construida por OIM y la Comisión de la Verdad con el

								apoyo de USAID y recoge la voz de los niños, niñas y adolescentes de 5 zonas del país que históricamente han marcado por conflicto armado y un apartado de la experiencia de los jóvenes desvinculados que hacen parte del programa Camino Diferencial de Vida, y es un insumo para las recomendaciones del capítulo de verdad que entregara la Comisión al País. esto es un cuento ilustrativo para que los niños, niñas y adolescentes conozcan la verdad a través de ellos y sean parte activa de la garantía de no repetición.
Una vida libre de violencia.  Guía de apoyo dirigida a formadoras/es y promotoras/es para la prevención de la violencia basada en género		Gerencia Enfoques Diferenciales	2018	Spanish	Yes	Yes	Gender Based Violence Prevention	
MENSTRU-ACCIÓN Cuaderno de sensibilización en educación menstrual		Gerencia Enfoques Diferenciales	2019	Spanish	Yes	Yes	Educación menstrual, derechos de las mujeres, prevención de violencia	

							basada en género	
MENTRU- ACCIÓN Cuaderno de sensibilización de educación menstrual - Segunda Edición		Gerencia Enfoques Diferenciales	2020	Spanish	Yes	Yes	Educación menstrual, derechos de las mujeres, prevención de violencia basada en género	
Soy Transformadora : periódico mural del comité consultivo		Gerencia Enfoques Diferenciales	2020	Spanish	Yes	Yes	Enfoque de curso de vida, enfoque de género, diseño participativo, recomendaciones proyectos sociales	
Bosque Diverso - Estrategia Pedagógica con Enfoque diferencial dirigido a Unidades Móviles del ICBF		Gerencia Enfoques Diferenciales	2020	Spanish	Yes	Yes	Pedagogía para realizar acompañamiento con enfoque diferencial	Bosque Diverso plantea una serie de herramientas de abordaje para la atención y acompañamiento, construidos a partir del ejercicio de co-creación adelantado con profesionales de doce regionales del país, en el que se identificaron los principales retos que enfrentan los equipos profesionales de las Unidades Móviles en la atención a las personas con discapacidad, el fortalecimiento de competencias interculturales para trabajar desde lo colectivo con comunidades pertenecientes a grupos étnicos.

								Estrategia pedagógica "Bosque Diverso" surgió para apoyar y fortalecer el Modelo de enfoque diferencial de Derechos del ICBF.
Sistematización Iniciativas Étnicas Unidades Móviles ICBF		Gerencia Enfoques Diferenciales	2020	Spanish	No	Yes	Sistematización de 18 Iniciativas con enfoque étnico apoyadas, a partir de los Autos de seguimiento en el marco de la sentencia T-025 de 2004.	Como resultado de la implementación de 18 iniciativas comunitarias étnicas dirigidas al cumplimiento de las órdenes de la Corte constitucional en el marco de los Autos de seguimiento de la sentencia T025 de 2004, se recibieron desde las unidades móviles las fichas con las propuestas de iniciativas a apoyar ubicadas en los departamentos de Arauca, Antioquia, Cauca, Caquetá, Cundinamarca, Choco, Huila, Meta, Nariño, Norte de Santander, Tolima y Valle. Como producto de este trabajo de las UM, se elaboró el documento de sistematización de Iniciativas con enfoque étnico apoyadas, a partir de los Autos de

								seguimiento en el marco de la sentencia T-025 de 2004.
Recomendaciones para la Atención con Enfoque Diferencial Indígena de Niños, Niñas, Adolescentes y Jóvenes Desvinculados		Gerencia Enfoques Diferenciales	2020	Spanish	no	Yes	herramienta es aportar reflexiones y recomendaciones prácticas frente a la atención de Niños, Niñas, Adolescentes y Jóvenes (NNAJ) indígenas que fueron reclutados por actores armados y actualmente se encuentran en proceso de atención bajo la tutela del ICBF al ser desvinculados menores de edad y en reconocimiento a su condición de víctimas del conflicto armado.	
Cartilla Competencias Digitales Experiencias con Adolescentes y Jóvenes Desvinculados del Conflicto Armado en Colombia - Enfoque Diferencial y de Género		Gerencia Enfoques Diferenciales	2020	Spanish	no	yes	Esta Cartilla un recuento de la observación y aprendizajes obtenidos gracias a la ejecución de un piloto de apropiación social de ciencia y tecnología para el fortalecimiento de las capacidades digitales en 130 adolescentes y jóvenes de seis (6) territorios	



							de Colombia que hicieron parte del proyecto “Iniciativas de Vida”, una estrategia adelantada en 2019 por la subdirección de restablecimiento de derechos de ICBF, con el apoyo del Programa de Reintegración y Prevención de Reclutamiento de USAID y OIM, para el fortalecimiento de capacidades de jóvenes desvinculados/as para su egreso del Programa de atención especializada y el tránsito a la Agencia de Reincorporación y Normalización (ARN).	
Síntesis Guía Pedagógica del Programa de Justicia Juvenil Restaurativa		OIM-MJD	2019	Spanish	Yes	Yes	Justicia Juvenil Restaurativa	<p>Sintetiza la guía pedagógica del Programa de Justicia Juvenil Restaurativa, documento que explica cómo desarrollar procesos de formación y</p> <p>capacitación que brinden herramientas para la implementación de prácticas restaurativas con participación activa de los</p>

								adolescentes, las víctimas, las familias y la comunidad.
Folleto justicia restaurativa		OIM-MJD	2019	Spanish	Yes	Yes	Justicia Juvenil Restaurativa	Explica los elementos centrales del Programa de Justicia Restaurativa, los ámbitos de aplicación, su forma de implementación y los actores que allí participan.
Guía Pedagógica del Programa de Justicia Juvenil Restaurativa		OIM-MJD	43678	Spanish	Yes	Yes	Justicia Juvenil Restaurativa	Explica cómo desarrollar procesos de formación y capacitación que brinden herramientas prácticas para la implementación de procesos y prácticas restaurativas con la participación activa de adolescentes, las víctimas, las familias y la comunidad
Guía Metodológica para la implementación del programa de Justicia Juvenil Restaurativa		OIM-MJD	July 2018	Spanish	Yes	Yes	Justicia Juvenil Restaurativa	Explica de manera detallada el marco normativo y conceptual, los antecedentes y el proceso de implementación del Programa de Justicia Restaurativa
Infografía Justicia Juvenil Restaurativa		OIM-MJD	2019	Spanish	Yes	Yes	Justicia Juvenil Restaurativa	Promover procesos y prácticas restaurativas en el contexto educativo y en el marco del Sistema de

								Responsabilidad Penal para Adolescentes que permitan la resolución de los conflictos con la participación de los adolescentes en conflicto con la ley penal, las víctimas y la comunidad.
Diagnóstico y lineamientos de política para la aplicación de la justicia juvenil restaurativa en Colombia		OIM-MJD	2019	Spanish	Yes	Yes	Justicia Juvenil Restaurativa	Refleja los resultados de una investigación de carácter empírico-descriptiva, que al mismo tiempo presenta una vertiente propositiva de un fenómeno complejo, como es la dinámica de justicia juvenil restaurativa en Colombia.
La Paz es mi Cuento	Peace is my story	Danis Renteria	2020	Spanish	No	Yes	Cuento	Nuestro objetivo a través de este proceso es conocer las dinámicas propias de los niños, queremos crear un ambiente de respeto en el cual ellos se sientan escuchados, comprendidos y representados. La Paz es Mi Cuento es una construcción colectiva en la cual ellos expresan libremente sus opiniones, propuestas y visiones sobre

								la paz territorial, la reconciliación y el cuidado de nuestra ciudad como nuestra casa común. Es asombroso observar como a través de este proceso se ha logrado resignificar sus vivencias e iniciar a través de relatos, dibujos, juegos y dinámicas convertir los actos violentos en acciones de paz que nos hacen mejores personas.
Pequeñas acciones grandes transformaciones	Small actions big transformations	Maria Cristina Muñoz Mejía- el Colombiano	2020	Spanish	No	Yes	Cartilla	La construcción de esta cartilla se ha realizado con una metodología de formación ciudadana del programa Prensa Escuela de El Colombiano, la Corporación Héctor Abad Gómez, la Fundación Concreto, con el apoyo del programa de Reintegración y Prevención del Reclutamiento (RPR) de la Agencia de Estados Unidos para el Desarrollo Internacional (USAID) y la Organización Internacional para las Migraciones (OIM), y tiene como propósito

								sensibilizar frente a la inclusión para el mejoramiento de la convivencia. Las historias que aquí se reflejan pueden ser las de muchos ciudadanos en el mundo que necesitan un abrazo que los haga sentir acogidos, incluidos
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## 4. Videos

<i>Organización Internacional para las Migraciones (OIM)</i>								
<i>Programa de Prevención, Desmovilización y Reintegración (PDR)</i>								
<i>Matriz de Publicaciones USAID - Gerencia de Prevención del Reclutamiento</i>								
<i>Title (Spanish)</i>	<i>Title (English)</i>	<i>Author or Author s</i>	<i>Date of publica tion</i>	<i>Langu aje</i>	<i>Physi cal copy (Yes or No)</i>	<i>Link</i>	<i>Tema</i>	<i>Palabras Claves</i>
Puerto Asís (Putumayo) iniciativa denominada Competencias ciudadanas	Puerto Asís (Putumayo) Civic competencies initiative.	MEN - USAID - OIM	mar-19	Spanish	No	En Youtube de OIM: <a href="https://www.youtube.com/watch?v=xMvSU2qSglE">https://www.youtube.com/watch?v=xMvSU2qSglE</a>	Competencias ciudadanas. Video con testimonios y experiencias de docentes y estudiantes durante el proyecto del Modelo de formación para la ciudadanía.	Competencias ciudadanas, Instituciones Educativas, Ministerio de Educación Nacional, Educación, Paz, Prevención del reclutamiento



Ituango (Antioquia) iniciativa denominada Competencias ciudadanas	Ituango (Antioquia) Civic competencias initiative.	MEN - USAID - OIM	mar-19	Spanish	No	En Youtube de OIM: <a href="https://www.youtube.com/watch?v=M7PlexpPVSE">https://www.youtube.com/watch?v=M7PlexpPVSE</a>	Competencias ciudadanas. Video con testimonios y experiencias de docentes y estudiantes durante el proyecto del Modelo de formación para la ciudadanía.	Competencias ciudadanas, Instituciones Educativas, Ministerio de Educación Nacional, Educación, Paz, Prevención del reclutamiento
El Tambo (Cauca) iniciativa denominada Competencias ciudadanas	El Tambo (Cauca) Civic competencias initiative.	MEN - USAID - OIM	mar-19	Spanish	No	En Youtube de OIM: <a href="https://www.youtube.com/watch?v=v-WZkACEzwM">https://www.youtube.com/watch?v=v-WZkACEzwM</a>	Competencias ciudadanas. Video con testimonios y experiencias de docentes y estudiantes durante el proyecto del Modelo de formación para la ciudadanía.	Competencias ciudadanas, Instituciones Educativas, Ministerio de Educación Nacional, Educación, Paz, Prevención del reclutamiento
Saravena (Arauca) iniciativa denominada Competencias ciudadanas	Saravena (Arauca) Civic competencias initiative.	MEN - USAID - OIM	mar-19	Spanish	No	En Youtube de OIM: <a href="https://www.youtube.com/watch?v=MZwWI5M4On4">https://www.youtube.com/watch?v=MZwWI5M4On4</a>	Competencias ciudadanas. Video con testimonios y experiencias de docentes y estudiantes durante el	Competencias ciudadanas, Instituciones Educativas, Ministerio de Educación Nacional, Educación

							proyecto del Modelo de formación para la ciudadanía.	n, Paz, Prevención del reclutamiento
La Paz (Cesar) iniciativa denominada Competencias ciudadanas	La Paz (Cesar) Civic competencias initiative.	MEN - USAID - OIM	mar-19	Spanish	No	En Youtube de OIM: <a href="https://www.youtube.com/watch?v=9Fqe_V5_a6c">https://www.youtube.com/watch?v=9Fqe_V5_a6c</a>	Competencias ciudadanas. Video con testimonios y experiencias de docentes y estudiantes durante el proyecto del Modelo de formación para la ciudadanía.	Competencias ciudadanas, Instituciones Educativas, Ministerio de Educación Nacional, Educación, Paz, Prevención del reclutamiento
María la Baja (Bolívar) iniciativa denominada Competencias ciudadanas	María la Baja (Bolívar) Civic competencias initiative.	MEN - USAID - OIM	mar-19	Spanish	No	En Youtube de OIM: <a href="https://www.youtube.com/watch?v=HpmJIUe0boU">https://www.youtube.com/watch?v=HpmJIUe0boU</a>	Competencias ciudadanas. Video con testimonios y experiencias de docentes y estudiantes durante el proyecto del Modelo de formación para la ciudadanía.	Competencias ciudadanas, Instituciones Educativas, Ministerio de Educación Nacional, Educación, Paz, Prevención del reclutamiento
Jóvenes Transformadores de Paz / Casas Lúdicas		Ministerio de Relaciones Exteriores-	dic-18	Spanish	No	<a href="https://www.youtube.com/watch?v=DdpNctGjMos">https://www.youtube.com/watch?v=DdpNctGjMos</a>	Casas Lúdicas	Casa Lúdicas, Niños, niñas y Adolescentes-

		OIM- USAID						Prevención del Reclutamiento
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