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Endorsement Memo for Director of U.S. Foreign Assistance Henrietta Fore

FROM: Ambassador William R. Brownfield

SUBJECT: Fiscal Year 2007 Performance Report

U.S. assistance supports Colombia's continuing transformation into a secure and prosperous democracy with respect for the rule of law. The Government of Colombia (GOC) is a key U.S. strategic ally in a region where our values have come under threat. Since the birth of Plan Colombia, U.S. support has focused on reducing illicit narcotics production and trafficking, and curbing Colombia's political violence and narco-terrorism. After seven years of robust assistance (with approximately \$550 - 560 million annually in the past two years), we have seen a dramatic return on our investment.

Our assistance strengthens the GOC's ability to extirpate the narcotics trade, while expanding legitimate economic activity, strengthening democratic governance and human rights, eliminating terrorism, and providing humanitarian assistance to millions of Colombians displaced by the internal conflict. Over the last seven years, economic growth has increased steadily, now reaching over 7% per year, poverty has declined 20%, and the number of Colombians displaced by violence each year is half what it was in 2002. So far in 2007, with U.S. support, the Colombian National Police sprayed over 161,000 hectares of illicit coca and manual eradication accounted for the destruction of an additional 57,980 hectares of coca and 332 hectares of opium poppy. The results for America have been no less impressive with the price of cocaine in the U.S. shooting up by 44% and purity dropping by 15%.

To advance Colombia's transformation, the Embassy integrates military and law enforcement support with economic and social assistance to solve problems in a holistic fashion. Our military and law enforcement "hard side" assistance resulted in a record number of desertions from the Revolutionary Armed Forces of Colombia (FARC) due to increased pressure by the GOC on armed groups in FY 2007; our "soft side" assistance aided their reintegration back into society. USG assistance also plays a catalytic role to spur support by other donors as it did with donations to the Organization of American States Mission to Colombia. The USG

was the first donor in 2003 to the OAS Mission to Support the Peace Process in Colombia, and by 2007 thirteen donors provided more than \$10 million to monitor the demobilized and analyze emerging criminal bands. As a result of the U.S. transformational diplomacy and leadership, the OAS now plays a critical role in Colombia's peace process.

Colombia's demobilization and reintegration of over 40,000 ex-combatants continues. President Uribe's establishment of the Office of Reintegration resulted in significant progress in the reintegration of the paramilitaries in 2007. More than 90% of the ex-combatants are monitored through an expanding number of assistance centers located throughout the country, 28% are studying, 31% are in training programs and 56% are now employed. Reconciliation centers assist more than 80,000 victims throughout the country and the Justice and Peace Unit of the Prosecutor General's Office is expanding to exercise its responsibilities under the justice and peace law. Based upon a record number of desertions from the National Liberation Army (ELN) and the FARC, it is possible that there could be as many as 24,000 additional ex-combatants at some point, requiring flexibility in the use of USG foreign assistance funds.

Security has improved in Colombia with the demobilization of combatants. Murders and massacres have fallen by 40% and kidnappings by 75% in five years. Nonetheless, government presence remains weak in areas of the country recently retaken from armed groups. Consequently, the Embassy developed a more integrated approach in 2007 to support the GOC's efforts to strengthen state presence by ensuring that economic assistance and services are immediately available after the military recaptures zones under control of illegal armed groups. By coordinating military, economic and counter-narcotics assistance, we are having greater impact.

In October 2007 local government elections, more candidates ran than ever before and elections were largely free of the kinds of interference from illegal armed groups that prevailed in previous elections. Voters turned out at record levels to express their preference in a more secure environment. The challenge is now to consolidate governance in these fragile zones. USAID and the U.S. Military Group are working together to implement new strategies to achieve this objective. As improved security played a key role in the success of USG assistance in 2007, the U.S. Embassy's integrated approach appears to be paying dividends today.

Colombia made significant progress strengthening rule of law in 2007. Full nationwide implementation of the Criminal Procedure Code in January 2008 is on track as a result of DOJ and USAID assistance to the Prosecutor General's office and other judicial entities. U.S. assistance enables the GOC to cope with increased caseloads and transition to the oral accusatory system. As a result of our assistance, case processing times have decreased by as much as 85% since 2000. With our help, the Prosecutor General's Office increased the number of convictions in human rights cases from 15 in 2002 to 86 in 2007 (so far). U.S. assistance has improved access to justice for disenfranchised populations living in remote conflict affected areas. More than 40 justice houses were constructed under Plan Colombia giving local residents basic access to institutions and guidance, and in FY 2007 the GOC co-financed four additional houses in the more isolated regions of Colombia, demonstrating the government's commitment to reaching vulnerable populations.

The anticipation of Free Trade Agreement (FTA) approval has encouraged a positive investment climate and improved Colombia's profile for foreign investors. USG-supported reforms improved Colombia's trade and investment environment, increasing trade as a percentage of GDP from 36 to 47 percent and placing Colombia among the top ten reformers in the World Bank's 2008 "Doing Business" report. Without the approval of the FTA, it will be difficult for Colombia to sustain this level of reform and growth. Approval of the FTA ensures Colombia's forward momentum in a neighborhood that is sliding backwards. The GOC is committed to ensuring disadvantaged groups benefit from free trade opportunities and U.S. assistance continues playing a critical role in this effort.

In addition to economic policy reform, U.S. assistance creates viable economic opportunities, especially in rural areas where poverty remains endemic. For example, USG assistance in microfinance helped the sector reach more than 231,000 new clients, mainly women, in rural or marginalized areas in FY 2007. While targets were not met for alternative development (AD) due to the slow start-up of two large programs and the time consuming nature of mobilizing communities in support of AD, implementation accelerated in the last quarter of the fiscal year and we expect to meet future targets. The U.S. Mission stepped up its internal coordination between "hard side" aerial spraying and "soft side" alternative development efforts in 2007. Despite better coordination between spraying and AD initiatives in the field, two issues arose over the past year affecting implementation. First, the GOC's "zero coca" policy denies AD assistance to communities not entirely coca free, weakening our ability to provide these fragile areas with legitimate alternatives to drug production. Second, there is

interest in Congress to directly link spraying and AD, which would permit programs to work only where the other is present. This reduces on-the-ground flexibility and effectiveness in the implementation of both programs.

As we look ahead, we must find a balance between “zero coca” and “chasing the coca”. Experience demonstrates that success in converting communities growing illicit crops depends upon security, state presence, infrastructure, and community participation. Many regions targeted for aerial spraying are insecure and do not have the necessary prerequisites for success with alternative development. As a result, USAID, the Narcotics Affairs Section and the Milgroup are working with the GOC to stabilize territory recently retaken from illegal armed groups while immediately providing economic alternatives. In FY 2008, we expect to report on results from a pilot effort in Meta, the region with the FARC’s highest levels of coca production.

Alleviating poverty and the marginalization of Afro-Colombians, indigenous groups, and the internally displaced remains a high priority for U.S. assistance. Our support enabled Afro-Colombian legislators to form a caucus and ensure their voices are heard on policy issues critical to Afro-Colombian communities. As a result of successful USAID programs serving the internally displaced populations, the GOC invested more than \$80 million with our partners. This demonstrated “nationalization” and sustainability of U.S. assistance programs serving IDPs, and the GOC’s commitment to resolving problems affecting over 2.5 million Colombians. However, the GOC’s capacity is stretched in delivering assistance, making U.S. support critical for policy development and creation of an IDP registration system to ensure services when needed. Assistance in FY 2007 also highlighted the need for more income generation projects for IDPs, yet these are more expensive and time-consuming than other kinds of assistance. USAID has attracted more than \$140 million in additional resources from the GOC and private organizations for IDP programs since 2000, though much remains to be done.

Consolidating the successes of Plan Colombia requires continued investment by the USG. The GOC has demonstrated its commitment by increasing taxes to support new social, economic and security programs. The USG’s “hard side” assistance is critical to an improved security environment so our “soft side” assistance can have an impact. Military assistance focused on strengthening logistics and capability (mainly mobility) to increase state presence, and improving the military’s professionalization and respect for human rights are fundamental to Colombia’s success. Aerial and manual eradication, interdiction, and police

assistance are key ingredients to stabilizing areas controlled by narco-terrorists, along with alternative development and increased government services.

U.S. assistance in FY 2007 has made a tremendous impact in consolidating the gains achieved under Plan Colombia. However, the job is not done. We have seen what happens if the United States and other international donors do not stay the course -- bombings in the cities, unfettered narco-trafficking, rampant impunity, weak rule of law, poor economic institutions – the Colombia of the 1990s. The progress the GOC and U.S. have made so far has seriously damaged, but yet not eliminated the terrorists and narco-traffickers who seek to take Colombia into a dark past. To dramatically decrease U.S. assistance risks wasting the progress we have made and leaving Colombia more vulnerable to those destabilizing the region through authoritarianism and regression to antiquated state controlled economies-- and costs us far more in the long run.

COLOMBIA – FY 07 PERFORMANCE REPORT  
LIST OF ACRONYMS

Accion Social	GOC Presidential Agency for Social Action and International Cooperation
AD	Alternative development
ADAM	<i>Areas de desarrollo alternativo municipal</i> , Alternative Development in Municipal Areas
ATA	Anti-terrorism Assistance Program, U.S. Department of State
AUC	<i>Autodefensas unidas de Colombia</i> , United Self-Defense Forces of Colombia
CCAI	<i>Centro de coordinacion de accion integral</i> , GOC Center for Coordination of Integrated Action
CD	Counter drug
CICAD	<i>Comision interamericana para el control del abuso de drogas</i> , Interamerican Commission for Drug Abuse Control, Organization of American States
CIREC	<i>Centro integral de rehabilitacion de Colombia</i> , Colombian Center for Integrated Rehabilitation
CN	Counternarcotics
CNP	Colombian National Police
CNT	Counter-narcoterrorist
COLMIL	Colombian military
CPC	Criminal Procedure Code
CTI	<i>Cuerpo tecnico de investigacion, Fiscalia</i> , GOC Investigative Unit, Attorney General's Office
DARE	Drug awareness and rehabilitation education
DAS	<i>Direccion administrativa de Seguridad</i> , GOC Security Directorate
DDR	Disarmament, demobilization and reintegration
DDRP	Drug Demand Reduction Program
DICAR	<i>Direccion de carabineros de la Policia nacional</i> , Directorate of Rural Police
DIMS	Democratic Indicators Monitoring Survey
DIRAN	<i>Direccion de anti-narcoticos de la Policia nacional</i> , Directorate of Anti-narcotics Police
DOD	U.S. Department of Defense
DOJ	U.S. Department of Justice
DOJ/ICITAP	U.S. Department of Justice, International Criminal Investigative Training Assistance Program
DOS	U.S. Department of State
ELN	National Liberation Army
EMCAR	<i>Esquadrones moviles de carabineros</i> , mobile rural police squadrons
FARC	Revolutionary Armed Forces of Colombia

FGBs	Familias guardabosques, family forest guardians
FMF	Foreign military financing
FMS	Foreign military sales
FTA	Free Trade Agreement
FTO	Foreign Terrorist Organization
FY	Fiscal Year
GBV	Gender based violence
GDP	Gross Domestic Product
GOC	Government of Colombia
HMA	Humanitarian Mine Action
IAG	Illegally armed group
IDPs	Internally displaced persons
INL	U.S. Department of State, Bureau for International Narcotics and Law Enforcement
K9	Canine
LAPOP	Latin American Public Opinion Project
LORS	Letters of Request
MAPP-OEA	<i>Mision de apoyo al proceso de paz, Organizacion de Estados Americanos, Organization of American States, Support Mission to the Peace Process</i>
MIDAS	<i>Mas inversion para desarrollo alternativo sostenible, Increased Investment in Sustainable Alternative Development</i>
MILGP	U.S. Military Assistance Group
MOE	Ministry of Education
MOH	Ministry of Health
MOIJ	Ministry of Interior and Justice
NAS	U.S. Embassy, Narcotics Affairs Section
NGO	Non-governmental organization
NPD	GOC National Planning Department, <i>Departamento Nacional de Planeacion</i>
OAS	Organization of American States
OPATT	Operational Planning Assistance Training Team
OTI	U.S. Agency for International Development, Office of Transition Initiatives
PM/WRA	U.S. Department of State, Bureau for Political Military Affairs, War Remnants Assistance
PRM	U.S. Department of State, Bureau for Population, Refugees and Migration
SOUTHCOM	U.S. Military Southern Command
SPS	Sanitary and phytosanitary standards
TBT	Technical barriers to trade
TCB	Trade capacity building
UH-60	Huey helicopter
UNHCHR	United Nations High Commission for Human Rights
USAID	U.S. Agency for International Development
USCGC	U.S. Coast Guard
USG	U.S. Government
USNS	U.S. Navy

UXO

Unexploded ordinance



# Colombia 2007 Performance Report

## Operating Unit Performance Summary

In FY 2007, the USG recorded significant accomplishments in Colombia, although challenges remain.

U.S. assistance was key to improving the Government of Colombia's (GOC) reintegration program for over 29,000 ex-combatants. More than 80,000 victims filed cases at GOC offices -- a sign of increased confidence in governmental institutions and decreased fear of retribution. Challenges remain in implementing a victims' assistance and compensation package.

In counternarcotics operations, the aerial eradication program sprayed over 161,000 hectares of coca, a record for the program. Colombian police seized over 349,000 kilos of illicit drugs and over 9 million kilos of precursors. The GOC had significant success in destroying guerilla leadership; over a dozen mid-level commanders were killed or apprehended with U.S. military assistance. Security forces continue to identify and arrest narcotics traffickers, several of whom have been, or are awaiting extradition to the United States.

While the slow startup of alternative development programs initially resulted in less than projected performance, these programs nonetheless supported over 50,000 families, jobs and hectares of alternative crops, respectively, and are now firmly anchored and taking off.

Support to the GOC's adoption of an oral criminal accusatory system which will be fully implemented nationwide in January 2008, has reduced case processing time by up to 87% since 2000. Justice Houses and legal clinics handled over one million cases in 2007, the majority filed by women. The GOC's slow prosecutorial system remains a challenge in combating impunity and ensuring justice for victims of human rights abuses. While efforts have increased to protect at-risk populations, trade unionists continue to fall victim to violence.

USG assistance helped make Colombia's 2007 elections more transparent and less violent than prior years, even in areas recently retaken from illegal armed groups. Voter turnout was notably high, especially in rural regions.

The USG aggressively supported the GOC's expanded efforts to assist Colombians most affected by conflict. In FY2007, the USG helped more than 500,000 internally displaced and other vulnerable people and assisted more than 100 economic and social initiatives for Afro-Colombians.

Finally, USG-supported reforms increased trade as a percentage of GDP from 36 to 47 percent and placed Colombia among the World Bank's top ten reformers.

### **Program Area Performance \ 1 Peace & Security \ 1.1 Counter-Terrorism**

Colombia is home to three Foreign Terrorist Organizations (FTOs). Defeating these FTOs via force or negotiation is the key to long-term stability and prosperity in Colombia. The long-term success of all USG programs in Colombia depends on the GOC getting control over these FTOs, so that it can then focus its resources on economic and social development. Much of what the USG is doing in Colombia will weaken

the FTOs. Our counternarcotics assistance is designed to deny the FTOs their income from the narcotics business; our alternative development projects offer opportunities to keep people from joining FTOs; our demobilization and deserter programs seek to peacefully remove people from the FTOs; and our counterterrorism programs give Colombia the tools to deal with the FTOs in an efficient manner.

Through the USG's Anti-Terrorism Assistance (ATA) program, five Crisis Response Team courses were held in which 155 people were trained. In addition, 12 instructors were trained in an Instructor Development Course. To date, 608 personnel in 21 out of 32 hostage rescue units and 70 instructors have been trained since the start of the program. These additional personnel will enhance the GOC's ability to continue reducing the number of kidnappings, which in turn reduces the flow of money to FTOs. In addition, the Cyber Terrorism Training Program conducted 8 cyber investigation courses in which 30 Colombian National Police (CNP) and Attorney General's Office investigators were given advanced computer forensics training. ATA donated and installed four forensic labs. These labs enhanced the GOC's capabilities to investigate more complex cases involving FTOs. Additionally, ATA provided an Anti Explosive K9 Handlers Course for 13 handlers. The course improved the capabilities of the anti-explosive K9 handlers to conduct training meeting approved standards that the CNP will adopt. ATA also provided a Cyber Prosecutors Course designed to aid the GOC in the investigation and prosecution of cyber crimes that otherwise would not have occurred in a timely fashion.

#### **Program Element Performance \ 1 Peace & Security \ 1.1 Counter-Terrorism \ 1.1.3 Governments' Capabilities**

Terrorism remains a real threat to U.S. national security and Colombia is home to three FTOs. International cooperation in training and equipping our allies to battle terrorism is a smart and efficient way to extend our protective net beyond our borders and ensure that terrorism is thwarted before it reaches the the U.S. Our programs in Colombia do this by providing training, technical assistance, and equipment to assist Colombia in detecting and eliminating terrorist threats and in protecting facilities, individuals, and infrastructure. For decades Colombia has led the world in kidnappings, which is a major source of funding for the FTOs. Much of our counterterrorism efforts go towards helping Colombia reduce the number of kidnappings. This cuts off funding to FTOs and provides security to Colombians. This assistance also helps the GOC develop its own capacity to train anti-kidnapping units and reduces the kidnapping rate. This assistance is also trains and prepares the GOC in crisis management and cyber investigations -- areas where the GOC has little experience. USG assistance is critical to GOC self-sufficiency in anti-kidnapping training and results achievement in crisis management and cyber crime.

#### **Element Indicator Narrative \ 1 Peace & Security \ 1.1 Counter-Terrorism \ 1.1.3 Governments' Capabilities**

ATA Colombia Anti-kidnapping program conducted 5 Crisis Response Team courses in which 155 personnel were trained. In addition, 12 instructors were trained in an Instructor Development Course. To date, 608 personnel in 21 out of 32 hostage rescue units and 70 instructors have been trained since the start .of the program. These additioanl personnel will enhance the GOC's ability to continue reducing the number of kidnappings, which in turn reduces the flow of money to the FTOs. In addition, the Cyber Terrorism Training Program conducted 8 cyber investigation courses in which 30 CNP and the Attorney Gerenal's Office investigators were given advanced computer forensics training. ATA donated and installed 4 forencis labs in 4 major cities. These labs have enhanced the GOC's capabilities to investigate more

complex cases involving FTOs. Additionally, ATA provided an Anti Explosive K9 Handlers Course in which 13 handlers were trained. The course was designed to improve the capabilities of the Anti-explosive K9 handlers to conduct training that meets approved standards as per an earlier assessment visit that the training methods used by the GOC were outdated. The CNP will adopt these new methods. ATA also provided a cyber prosecutors course designed to enhance the Attorney General's Office to investigate and prosecute cyber crimes that otherwise they would not have been able to timely prosecute.

### **Program Area Performance \ 1 Peace & Security \ 1.3 Stabilization Operations and Security Sector Reform**

The Colombian National Police significantly enhanced the rural security environment through the establishment of 18 new municipal police stations in the last year. Increased police presence allowed other GOC agencies to return to these areas and provide social programs to local citizens with greatly reduced risk. Mobile rural police "Carabinero" squadrons continue to patrol rural Colombia, providing additional security and security force presence in locations of historically minimum police activity levels. There are now 67 Carabinero squadrons, 13 of which work solely on manual coca eradication missions. These manual coca eradication efforts reduce FTOs' and emerging criminal bands' (primarily made up of ex-paramilitaries) funding resources which reduces their ability to conduct terrorist operations.

Working with the GOC's Office of the Presidential Advisor for Reintegration and the Colombian Family Welfare Institute, USAID reached over 3,600 ex-combatants, including children, with support for sustainable social and economic reintegration. It provided technical and financial support to expand the GOC's reintegration service center network from nine to 29 centers, improving the monitoring of over 29,000 demobilized combatants.

In FY2007, the Embassy's Military group (MILGP) assisted the Colombian Military (COLMIL) and public forces in developing five capabilities: conducting counter-narcoterrorist (CNT) operations, sustaining CNT operations, intelligence collection and analysis, protecting national infrastructure, and transformation into a modern professional force. In addition, the MILGP focused on developing the following operational results: re-establishing GOC presence and governance, disrupting illegally armed groups' lines of communications and mobility corridors, destroying their resource bases, destabilizing their organizational structures, and securing frontiers to limit groups' use of neighboring countries as safe havens. MILGP has made important strides in assisting the Colombian armed forces in attaining these capabilities to effectively function as a competent and professional partner.

### **Program Element Performance \ 1 Peace & Security \ 1.3 Stabilization Operations and Security Sector Reform \ 1.3.2 Disarmament, Demobilization & Reintegration (DDR)**

In FY 2007, three USG agencies provided technical assistance, training and implementation assistance to improve the capacity of GOC and public/private sector initiatives in support of DDR. The GOC invested over \$93 million in DDR and significantly strengthened its institutional capacity to reintegrate ex-combatants.

Working with the GOC's Office of the Presidential Advisor for Reintegration and the Colombian Family Welfare Institute, USAID reached over 3,600 ex-combatants, including children, with support for sustainable social and economic reintegration. It provided technical and financial support to expand the GOC's reintegration service center network from nine to 29 centers, improving the monitoring of over

29,000 demobilized combatants. USAID supported over 10,000 victims and vulnerable populations through the National Reconciliation and Reparations Commission and other entities providing counseling, legal assistance and training, by creating an inter-institutional database to track victims' cases, and by working with seven communities to rebuild social fabric and promote peace. USAID supported the analysis and reporting capability of the Organization of American States Mission to Colombia (MAPP-OEA) which monitored and verified the situation of new emerging criminal bands in areas where paramilitary forces demobilized and recommended action by the GOC. Additionally, the Inspector General and Ombudsman's Offices were trained and equipped to improve and expand their oversight and monitoring of the DDR process.

NAS assistance to the Ministry of Defense's program to promote desertion from the ranks of the remaining and un-demobilized illegally armed groups resulted in over 2,700 desertions, primarily from the ranks of the Revolutionary Armed Forces of Colombia (FARC), and collection of approximately 700 weapons.

The U.S. Department of Justice (DOJ) provided training and logistical support to the Prosecutor General's Justice and Peace Unit improving its capacity to interview and investigate the demobilized paramilitary members, identify responsibility in serious criminal activity, identify and locate assets, receive complaints from and interview victims, and exhume and identify the bodies of victims of paramilitary crimes. The DOJ provided training and technical assistance to 99 prosecutors and investigators, equipment for secured hearing rooms, and funds for administrative operations.

#### **Program Element Performance \ 1 Peace & Security \ 1.3 Stabilization Operations and Security Sector Reform \ 1.3.4 Explosive Remnants of War (ERW)**

The USG provided land mine related assistance through the Department of State's PM/WRA office and SOUTHCOM's Humanitarian Mine Action (HMA) program. Through this assistance, CIREC (Colombian Center for Integrated Rehabilitation) developed mine victim associations and medical services in rural outreach sites. Through these activities, hundreds of people received medical and advocacy services and dozens joined the network of associations that facilitated economic independence and personal empowerment. Work by military platoons receiving USG assistance in emergency demining is just beginning, but demining platoons have already cleared two unexploded ordinance fields adjacent to a community where 16 members of the same household were injured by a grenade. SOUTHCOM's HMA program to Colombia began in FY2007 and resulted in the creation of a Mine Action Center (including training, computers, and building enhancements) and emergency medical response training for demining personnel. Twenty people were trained in action center management and 25 others received emergency medical training. However, many areas remain too dangerous for demining activity, limiting our success.

#### **Program Element Performance \ 1 Peace & Security \ 1.3 Stabilization Operations and Security Sector Reform \ 1.3.6 Defense, Military, and Border Restructuring, Reform and Operations**

Focused on promoting security cooperation to achieve U.S. strategic objectives, the MILGP has made significant achievements during FY2007. It established a Foreign Military Sales (FMS) case for the purchase of 15 UH-60s to facilitate operations and sustain an aggressive Colombian Army flight operations; 150 enhanced Paveway II precision guided munition kits were procured for the Colombian Air Force to use against high value targets and other infrastructure; and U.S. Air Force fighter pilots received training on tactics and techniques for joint close air support and bombing/strafing techniques with COLMIL aircraft. MILGP conducted a very successful USNS COMFORT humanitarian mission in Buenaventura providing

medical assistance to over six thousand patients in seven days. An excess U.S. Coast Guard vessel was transferred to the Colombian Navy. MILGP began processing 35 plus Letters of Request worth \$500,000 in war taxes in August and September 2007. This was a massive effort supported by all DOD agencies demonstrating transition to funding support through Foreign Military Financing and FMS. MILGP acquired a new English lab for the Ministry of Defense and upgraded 47 language laboratories throughout Colombia. Operational Planning and Assistance Training Teams (OPATT) were realigned to best support the MILGP Commander's implementation of the SOUTHCOM Theater Security Cooperation Plan synchronized with the GOC's Consolidation Plan. Lastly, with MILGP and SOUTHCOM support, the GOC and COLMIL executed an aggressive plan to train over 400 military legal officials and commanders in human rights, rules of engagement that meet international standards to abolish extrajudicial executions, effective investigations, case processing, adjudication, and ethics. Top leadership emphasized the importance of complying with human rights norms, professionalism in judicial conduct, and values-based ethical behavior.

### **Program Element Performance \ 1 Peace & Security \ 1.3 Stabilization Operations and Security Sector Reform \ 1.3.7 Law Enforcement Restructuring, Reform and Operations**

The Carabinero program posted impressive advances in the areas of illicit drug seizures, criminal arrests, and the re-establishment of police presence in rural areas in FY2007. Additionally, the Carabinero forces completed their internal re-organization and reassigned 13 squadrons in support of the Anti-Narcotics Police (DIRAN). The Carabinero units also continued to take advantage of the high-quality tactical training opportunities available at the Carabinero School in Espinal. The total amount of illicit narcotics seized by the Carabinero Directorate (DICAR) in FY2007 was 2,226.3 kilos of coca base and 1,010 kilos of marijuana. The total amount of precursor chemicals seized by DICAR in FY2007 was 36,360 gallons or 132,218 kilos of liquid precursors and 30, 240 kilos of solid precursors. In addition to the above seizures, Mobile Carabineros Squadrons (EMCAR) captured 110 narcotraffickers, 219 FARC/ELN, 78 AUC members and 1,749 illegal weapons in FY2007. DICAR completed its reorganization from 62 squadrons of 150 men to 70 squadrons of 120 men, detached 13 squadrons to DIRAN for manual eradication and assumed control of over 600 rural stations. The Carabinero School in Espinal trained over 3,000 personnel in the basic course, 200 new basic medics, 90 advanced medics, 150 countermine experts and 50 designated marksmen. DICAR redirected its squadrons to confront and disband the emerging criminal bands (believed to be ex-paramilitaries) and has had some early successes; this mission is expected to yield better results once the intelligence on these groups matures. The division of Carabinero forces among rural police re-establishment missions, anti-drug missions, countering illegal armed group missions, and general policing responsibilities is expected to continue into FY 2008.

### **Element Indicator Narrative \ 1 Peace & Security \ 1.3 Stabilization Operations and Security Sector Reform \ 1.3.2 Disarmament, Demobilization & Reintegration (DDR)**

First indicator: Due to a GOC policy change In September 2007, participation in the reintegration process was extended beyond the 18-24 month period and the GOC announced that it would develop a system to monitor and establish the completion by an individual of the reintegration process/program as defined by a \"reintegration index\". This system will be completed in March 2008 at which time new targets for this indicator will be established. Second indicator: The target set for 2007 was erroneously calculated as a cumulative figure rather than an annual figure and as a result was not achieved. 2008 Target has been revised accordingly. Revised figures: as of 10/01/06 = 12,033; 2007 Actual = 6,337; Revised 2008 Target=12,000. Third Indicator: In 2007, more than 80,000 victims have come forward to provide information and claim victimization - many more than expected in the first year of the program. FY2008

target has been revised accordingly. Fourth Indicator: Although the numbers of weapons collected in FY2007 and 2008 will fall short of the total two-year target of 1,800, the number of weapons actually collected as of 10/01/06 was more than originally reported (2555). Revised figures: as of 1/10/06=4120; 2007 Actual = 678; Revised 2008 Target=900.

#### **Element Indicator Narrative \ 1 Peace & Security \ 1.3 Stabilization Operations and Security Sector Reform \ 1.3.4 Explosive Remnants of War (ERW)**

PM/WRA will increase its level of funding to \$1.3M in FY08, and continue its focus on training and equipment for emergency demining and victim's assistance. PM/WRA has already funded trained two military platoons (80 people) to conduct humanitarian demining. One platoon has started working on an explosive-remnants-of-war-field (rather than a true minefield) and has cleared 30,000 meters. The second platoon has concluded training and will begin activities in November 07. The victims' assistance project funds mobile medical brigades that provide rehabilitation services in rural areas. If funding is approved, SOUTHCOM will continue assistance, and has requested \$175K to train 6 Colombians at the Humanitarian Demining Training Center in Fort Leonard Wood, Missouri and to donate demining equipment to the military demining teams. USAID's Leahy War Victims Fund is anticipating funding \$1M/year for FY08 through FY10 for rehabilitation services, socio-economic services. USAID's Mission funding is projected at \$300,000 in FY08 for capacity building.

#### **Element Indicator Narrative \ 1 Peace & Security \ 1.3 Stabilization Operations and Security Sector Reform \ 1.3.6 Defense, Military, and Border Restructuring, Reform and Operations**

Last year, with the assistance of MILGP, the COLMIL initiated several reform initiatives such as the military justice reform, personal management reform, and the education, training and leadership reform. FY 07 was a very successful training year. MILGP was able to obtain many additional seats in different schools and conduct many more training events in country. In total, 1575 COLMIL personnel were trained. Among the types of training conducted were: first joint air support school, SOF OWS rehearsal/training, strategic planning and operations and crisis management for all general officers, support to Joint War College, and the training over 400 military legal officials and commanders on human rights law and rules of engagement. During FY 07, MILGP Colombia assisted in approximately 186 joint operations. The GOC achieved significant success with its offensive campaign against the FARC leadership. Over a dozen mid-level FARC commanders were killed or apprehended. Several high interest FARC front leaders were killed, including FARC 16th Front leader, alias "Negro Acacio" and 42nd Front leader, alias "Giovanni Rodriguez." Additionally, security forces continue to identify and arrest narcotics traffickers several of whom have been, or are waiting to be, extradited to the United States, most notable of which is the notorious Diego Montoya.

#### **Element Indicator Narrative \ 1 Peace & Security \ 1.3 Stabilization Operations and Security Sector Reform \ 1.3.7 Law Enforcement Restructuring, Reform and Operations**

The NAS-supported Carabinero program posted impressive advances in the areas of illicit drugs seizures, criminal arrests, and reestablishment of police presence in rural areas in FY 2007. Additionally, the Carabinero forces completed their internal re-organization and reassigned thirteen squadrons in support of the Anti-Narcotics Police (DIRAN). The total amount of illicit narcotics seized by the Carabinero Directorate (DICAR) in FY 07 was 2,226.3 kgs of coca base and 1,010 kgs of marijuana. The total amount of precursor chemicals seized by DICAR in FY 07 was 36,360 gals or 132,218 kgs of liquid precursors and 30, 240 kgs of solid precursors. In addition to the above seizures, Mobile Carabineros Squadrons (EMCAR)

captured 110 narcotraffickers, 219 FARC/ELN, 78 AUC members and 1749 illegal weapons in FY-07. DICAR completed its reorganization from 62 squadrons of 150 men to 70 squadrons of 120 men, detached 13 squadrons to the Police Anti-Narcotics Directorate (DIRAN) for manual eradication and assumed control of over 600 rural stations. The Carabiniro School at Espinal trained over 3,000 personnel in the basic course, 200 new basic medics, 90 advanced medics, 150 countermine experts and 50 designated marksmen. DICAR redirected its squadrons to confront and disband the emerging criminal bands (believed to be ex paramilitaries) and has had some early successes; this mission is expected to yield better results once the intelligence on these groups matures.

### **Program Area Performance \ 1 Peace & Security \ 1.4 Counter-Narcotics**

Counternarcotics (CN) is the cornerstone of our bilateral relationship with Colombia. Over 90 percent of the cocaine and almost 50 percent of the heroin entering the U.S. comes from Colombia. The normal problems associated with narcotrafficking are compounded in Colombia by the presence of various armed FTOs that are at war with the government and use narcotrafficking as their primary source of income. The involvement of these FTOs in narcotrafficking is a major source of violence in Colombia. Our CN programs attack the problem in multiple ways, including alternative development programs that provide economic opportunities, stronger government presence, community and social development, and citizen participation. FY 2007 was another strong year for our counternarcotics programs in Colombia. The aerial eradication program sprayed 161,065 hectares, the second highest in the history of the program, and Colombia's public security forces interdicted over 96 metric tons of cocaine and cocaine base. Between eradication and interdiction, the Colombia CN programs prevented hundreds of tons of cocaine and heroin from reaching the United States, thereby keeping millions of dollars out of the hands of FTOs. Joint USG and GOC efforts are encouraging farmers to abandon the production of illicit crops in roughly one-third of the country covering about 80% of the country's population. USG programs have supported the cultivation of over 158,000 hectares of legal crops and completed 1,167 social and productive infrastructure projects in the last five years. More than 135,000 families in 17 departments have benefited from these programs. In addition, the USG has worked with Colombia's private sector to create an additional 176,033 full-time equivalent jobs.

### **Program Element Performance \ 1 Peace & Security \ 1.4 Counter-Narcotics \ 1.4.1 Eradication**

The eradication program is designed to eliminate illegal drugs as a source of income for terrorists by spraying coca and poppy fields with glyphosate and supporting manual eradication. Almost one-third of the foreign assistance goes towards eradication either directly or indirectly. Colombia produces about two-thirds of the world's coca crop and supplies almost 90% of the cocaine going to the U.S. Thousands of Americans die every year as a result of consumption and narcotrafficking. The eradication program's ultimate goal is to save U.S. lives.

With experience the program has become more efficient and the number of hectares sprayed with glyphosate increased by over 30% with essentially the same resources since 2002, and we exceeded the target for the aerial spraying program last year for the sixth straight year. The fleet of 22 spray planes operates in dangerous environments as coca growers and narcotraffickers regularly attack the planes. The program complies with all applicable U.S. and Colombian laws with respect to the environment and human health and uses only the most modern crop dusting and tracking equipment and practices available. The CNP continues to assume greater operational responsibility for eradication efforts, reporting manual eradication of over 58,000 hectares in FY 2007. We will accelerate this process, with an emphasis on training and nationalization in the coming year.

## **Program Element Performance \ 1 Peace & Security \ 1.4 Counter-Narcotics \ 1.4.2 Alternative Development and Alternative Livelihoods**

The AD program focuses on areas of illegal drug production and contributes, along with crop eradication and drug interdiction, to the disruption of the flow of drugs entering the U.S. USAID's five-year municipal strengthening (ADAM) and firm-level assistance (MIDAS) initiatives are implemented in coordination with the GOC to enhance its capacity to provide basic services, support the construction of critical infrastructure, increase licit employment opportunities, and promote community support for AD activities. Economic policy reform assistance promotes job creation and increase rural incomes by supporting policy reforms in land, labor, agriculture, forestry, environment, rural finance, and other key sectors.

During FY 2007, the AD program supported 53,326 families, created or supported 50,873 jobs and supported 55,901 hectares of alternative crops. Over the last year, AD efforts created 208,585 hectares of illicit-free areas, wherein families formally agreed to keep their lands coca-free. During 2007, the GOC requested support for its flagship Family Forest Guardians AD program. USAID responded by incorporating 9,654 'graduate' families of this program into our AD programs.

Despite this progress, we did not meet our FY 2007 targets due primarily to the slow mobilization process of ADAM and MIDAS. Alternative development requires strong buy-in from local partners, demonstrated by a typical cost share or leverage of 60-90% by the recipient community or organization. This buy-in ensures sustainability and success in the long-term, but it is a time consuming process.

In FY 2007, AD initiatives contributed to a significant reduction of illicit crop production and supply, expanded legitimate livelihoods, and promoted sustainable economic development in rural areas vulnerable to illicit crops. FY 2007 resources significantly increased economic opportunities in rural areas, strengthened state presence at the municipal level, and provided an enabling environment for private sector growth by linking investment promotion to national level policy and regulatory reforms.

## **Program Element Performance \ 1 Peace & Security \ 1.4 Counter-Narcotics \ 1.4.3 Interdiction**

The Interdiction Program has continued to work closely with GOC counterparts and achieved very positive results in FY2007. The CNP seized over 349,000 kilos of illicit drugs and over 9 million kilos of precursors. While eradication is the largest program in NAS, it cannot combat all illicit drugs trafficking alone. Interdiction is an essential component of the anti-narcotics struggle in Colombia which complements eradication by seizing the drugs that escape eradication efforts before the drugs arrive to the U.S. Every successful interdiction operation keeps drugs out of the U.S. The Interdiction Program primarily attacks the transportation and the financing networks of the narco-traffickers. Aviation support is the primary sub-element of interdiction. As a result of the expensive nature of a safe aviation program over half the interdiction budget is devoted to aviation support. Air mobility has been the key to Colombia's success against narco-terrorists. The second most important sub-element is support for host nation operations. In addition to aviation we provide technical assistance, training, and equipment to support criminal investigations, and enhanced border surveillance. However, much of this work is done by U.S. law enforcement organizations that do not receive foreign assistance funding.

## **Program Element Performance \ 1 Peace & Security \ 1.4 Counter-Narcotics \ 1.4.4 Drug Demand Reduction**



In 2007, U.S. assistance for drug demand reduction supported a number of drug initiatives run by the GOC, NGOs and international organizations. These include the GOC's drug awareness program "Leones Educando". We also continued to support a three-year OAS-led training of nurses as well as training to standardize care at treatment centers. Finally, the USG supported capacity building training for NGOs working on drug prevention and treatment and for journalists on drug prevention media coverage.

The GOC's national drug use survey and plans to develop an anti-drug public service announcement have been delayed until 2008. Once the survey is completed, future drug demand programs will be planned and evaluated.

#### **Element Indicator Narrative \ 1 Peace & Security \ 1.4 Counter-Narcotics \ 1.4.1 Eradication**

Historically, much of our foreign assistance program was evaluated based on this one indicator. Although this is generally recognized to be an inefficient indicator, others are either too complex to be easily understood or too expensive to track. For FY 2008, we have revised the target following Congressional mark-ups to the budget and their expressed desire that we refocus our efforts to undertake less aerial eradication while providing more support for interdiction and manual eradication.

#### **Element Indicator Narrative \ 1 Peace & Security \ 1.4 Counter-Narcotics \ 1.4.2 Alternative Development and Alternative Livelihoods**

The 2006\* baseline figures represent the cumulative results from FY02 to FY06. USAID's two large AD programs were initiated in early FY06, and targets for 2007 reflect projected accelerated implementation for this fiscal year. While FY07 actual indicators reflect slow and problematic first year progress that carried over into the early part of FY07, actual achievements for the second half of FY07 reflect USAID's expected progress. In FY 2008, implementation progress is expected to level off. In the case of the number of municipalities strengthened by USG programs indicators, the target for FY07 is set to 70 municipalities which have an agreement with USAID's Alternative Development at the Municipal Level program (ADAM) to undergo the strengthening process. These municipalities will be supported through FY08. There are no new municipalities to be added in FY08.

#### **Element Indicator Narrative \ 1 Peace & Security \ 1.4 Counter-Narcotics \ 1.4.3 Interdiction**

Both indicators decrease in the out-years because if our eradication efforts are successful, there will be less drugs, chemical, and labs to interdict. Kilos of precursor chemicals include both liquid and solid precursors.

#### **Element Indicator Narrative \ 1 Peace & Security \ 1.4 Counter-Narcotics \ 1.4.4 Drug Demand Reduction**

The GOC's national drug use survey and plans to develop an anti-drug public service announcement have been delayed until 2008. Once the survey has been completed we can better evaluate and plan future drug demand programs.

#### **Element Indicator Narrative \ 1 Peace & Security \ 1.4 Counter-Narcotics \ 1.4.5 Program Support (Narcotics)**

Indicators do not apply

### **Program Area Performance \ 1 Peace & Security \ 1.5 Transnational Crime**

In FY 2007, the USG provided the GOC with equipment to track money laundering and other financial crimes. In the coming years the USG plans to bolster Colombian law enforcement agencies' abilities to investigate and prosecute financial crimes by providing training and technical assistance to special financial intelligence units. The Financial Intelligence Units supported in Colombia with USG assistance are primarily supported with USG funding that is not foreign assistance funding. The amount of foreign assistance funding for this element is very small and is targeted towards Colombian law enforcement groups who benefit from U.S. training and can most contribute to investigations important to the U.S.

### **Program Element Performance \ 1 Peace & Security \ 1.5 Transnational Crime \ 1.5.1 Financial Crimes and Money Laundering**

In FY 2007, the USG provided the GOC with equipment to track money laundering and other financial crimes. In the coming years the USG plans to bolster Colombian law enforcement agencies' abilities to investigate and prosecute financial crimes by providing training and technical assistance to special financial intelligence units. The Financial Intelligence Units supported in Colombia with USG assistance are primarily supported with USG funding that is not foreign assistance funding. The amount of foreign assistance funding for this element is very small and is targeted towards Colombian law enforcement groups who benefit from U.S. training and can most contribute to investigations important to the U.S.

### **Element Indicator Narrative \ 1 Peace & Security \ 1.5 Transnational Crime \ 1.5.1 Financial Crimes and Money Laundering**

Indicator does not apply.

### **Program Area Performance \ 2 Governing Justly & Democratically \ 2.1 Rule of Law and Human Rights**

The USG implemented a wide range of programs to promote the rule of law and human rights in Colombia. Our assistance in designing and implementing a new oral accusatory system, including the enactment of a Criminal Procedure Code (CPC), is a significant step toward constructing a transparent, efficient criminal justice system. Passed in 2004 with USG assistance, the new CPC is currently operational in 18 departments with complete nationwide implementation set to begin on January 1, 2008. By providing comprehensive assistance to many agencies and departments, we have succeeded in making concrete improvements to the administration of justice in Colombia. For example, compared to the previous criminal justice system, case processing time has been reduced by up to 87 percent. The USG has trained over 67,140 officials since 2000, including 964 judges, 1,562 public defenders and 243 legal assistance providers. We have increased access to justice for underserved groups in conflict-affected areas by supporting 45 Justice Houses and legal clinics, which processed 1,351,602 cases in FY 2007, the majority of these brought by women. Our program and technical support on human rights-related matters to the Prosecutor General's office, police agencies, Ministry of Defense, judicial officials, forensic scientists, Public Defender's office, Inspector General's office, Human Rights Ombudsman's office, Ministry of Interior and Justice, and Vice Presidency is critical for addressing human rights and the rule of law, given collective demobilization status, developments in the peace process and implementation of the accusatory

system. We created a new NGO network to provide legal and psychosocial assistance to victims of human rights violations. Our assistance to the UN High Commission on Human Rights to advise on human rights issues signals a unified approach to press for human rights reforms and highlight current serious challenges such as extrajudicial killings. Ongoing challenges in the sector to our projects include ensuring concrete implementation following training, long-term government ownership and sustainability of efforts, and the overall slow pace of judicial reform.

### **Program Element Performance \ 2 Governing Justly & Democratically \ 2.1 Rule of Law and Human Rights \ 2.1.1 Constitutions, Laws, and Legal Systems**

The USG continued supporting two "culture of lawfulness" programs that are designed to promote respect for the rule of law and civic responsibility. One of the programs supported integrates culture of lawfulness into school curriculum and by the beginning of the upcoming school year will teach approximately 41,000 students taking a 60-hour course taught by more than 782 teachers in 15 municipalities. At the end of FY2007, the USG formalized an agreement with the CNP to continue teaching the ideals of the culture of lawfulness in both its officer basic training programs as well as at the patrol cadet academies.

### **Program Element Performance \ 2 Governing Justly & Democratically \ 2.1 Rule of Law and Human Rights \ 2.1.3 Justice System**

USG assistance helped design and implement a new CPC and an oral accusatory process, moving Colombia toward a more effective, responsive and transparent criminal justice system. Our efforts also shifted to focus more on rural, conflict-affected areas of the country, to increase access to justice for the most vulnerable populations, including Afro-Colombians, indigenous communities, victims, and women. The USG provided training and technical assistance to the judiciary, Prosecutor General's Office, police agencies, the Military Penal Justice system, forensic laboratories and scientists, Public Defenders Office, and Inspector General. This assistance involved technical skills and management training; administrative and equipment support; operational funding; training in specialized areas of law; development of public legal services; protection programs for judicial officers, witnesses, and courthouses; inter-agency cooperation; victim assistance and support; dispute resolution; and civil society support. In FY 2007, the USG trained 499 public defenders and 243 legal assistance providers; 217 of these were women. To increase access to justice, our assistance helped Justice Houses and legal clinics handle 1,351,602 cases in 2007 and establish two new Public Defender's Offices. We successfully leveraged 65 percent of project costs from the private sector and GOC for the construction of two new Justice Houses in rural, conflict-affected areas, and are negotiating with the Ministry of Interior and Justice a cost-share contribution of up to \$2 million for four new Justice Houses in FY2008.

### **Program Element Performance \ 2 Governing Justly & Democratically \ 2.1 Rule of Law and Human Rights \ 2.1.4 Human Rights**

The USG human rights program supported GOC efforts to protect human rights and train over 540 government and state officials, public defenders, regional inspectors, prosecutors, lawyers, and civil society advocates. We supported the Inspector General, Human Rights Ombudsman, Vice-Presidency, Ministry of Interior and Justice, and civil society organizations in the first phase of the National Human Rights Action Plan. The USG enhanced the capacity of the Human Rights Ombudsman's Early Warning System, conducted regional risk detection workshops with local communities and authorities in seven departments, developed procedures for victims' assistance and created an NGO network comprised of 10 organizations to

provide legal and psychosocial assistance to 497 victims. We strengthened the Human Rights Units of the CNP and assisted the Inspector General's Office to monitor the paramilitary demobilization and reintegration process. We promoted the incorporation of human rights policies in local development plans, conducted an evaluation of the first phase of decentralization of human rights policy in all 32 departments and developed a communications campaign to urge election candidates to incorporate human issues in their platforms. To protect at-risk populations, we supported the Ministry of Interior and Justice Protection Program, protecting 4,740 beneficiaries, training 196 at-risk persons, and preparing 17 ministry officials to be trainers on preventive security strategies. We supported 10 communities at risk of violence through the development of contingency plans, rapid response projects to address key risk factors, and psycho-social assistance. The USG also successfully advocated for a Presidential Decree formally constituting an inter-institutional Committee to respond to early warnings.

### **Program Element Performance \ 2 Governing Justly & Democratically \ 2.1 Rule of Law and Human Rights \ 2.1.5 Program Support (Rule of Law)**

Assessments, evaluations, and studies conducted in FY2007 are being used principally to inform current and future assistance to key GOC entities over the next few years. We conducted several assessments in FY2007 in the area of rule of law and human rights. We conducted a needs/baseline assessment with the Human Rights Unit of the CNP and Human Rights Units in eight additional regions. First, the USG-funded GOC Early Warning System produced an electoral risk assessment. Under our Human Rights Program, we assessed the Early Warning System's methodologies to identify improvements in the system, and a diagnostic needs/sector assessment on protection issues for internally displaced persons. Under our Justice Program, we conducted a special study of the Public Defender's Office to inform future USG support to this Office over the coming years.

### **Element Indicator Narrative \ 2 Governing Justly & Democratically \ 2.1 Rule of Law and Human Rights \ 2.1.3 Justice System**

We met or exceeded most FY07 targets. USG-supported legal service centers servicing low income communities provided justice services to 1,350,602 people, surpassing our FY07 target by 64,163. The majority receiving services were women, reflecting the large need for domestic violence related support provided by USG-supported Justice Houses. To better reflect the efforts of our justice program to provide justice services for low-income populations in conflict-impacted areas, we are dropping the indicator, number of courts operating in areas of low income populations. A custom indicator will be added in FY08 - number of USG supported formal justice institutions providing justice services to low income populations. In addition, DOJ is dropping the indicator, number of USG-assisted courts with improved case management as this does not reflect their program. USAID will continue to report on this indicator in FY08.

### **Element Indicator Narrative \ 2 Governing Justly & Democratically \ 2.1 Rule of Law and Human Rights \ 2.1.4 Human Rights**

We met or exceeded all FY07 targets. Regarding USG support for human rights curricula, we shifted efforts from supporting 13 schools to supporting the formulation of the National Plan for Human Rights Education with national coverage. Five departmental pilot experiments have been initiated with two schools in each department totaling 10 educational centers that will be used as the basis to develop the national program during FY08. Given this shift in focus, this indicator regarding curricula is no longer compatible with our human rights program and will be dropped. To reflect this change and additional FY08 activities, three

custom indicators are being added – 1)Number of individuals/groups who received legal aid or victim's assistance with USG support; 2)Number of state and government human rights personnel that received USG training; and 3)Number of union leaders and activists that received USG supported training in preventive protection. FY 2008 activities will focus on victims' rights, protection and other support for labor leaders and activists, greater participation in the Justice and Peace Law judicial processes, and continued implementation of the National Human Rights Action Plan. A significant component of the plan's development involves consultation with civil society, supported in FY07 by 30 direct USG grants to local human rights organizations.

#### **Element Indicator Narrative \ 2 Governing Justly & Democratically \ 2.1 Rule of Law and Human Rights \ 2.1.5 Program Support (Rule of Law)**

The majority of indicators related to training of personnel and program design & learning are carried out under the justice and human rights program elements. The USAID Human Rights Program conducted several assessments in FY07. They conducted a needs/baseline assessment with the Human Rights Unit of the National Police and Human Rights Units in 8 additional regions. We supported two sector assessments and an evaluation. First, the USAID-funded Government of Colombia Early Warning System produced an electoral risk assessment. The Human Rights Program also supported an evaluation of the Early Warning System's methodologies to identify ways to improve the system, and a diagnostic needs/sector assessment on protection issues for internally displaced persons. The USAID Justice Program also conducted a special study of the Public Defender's Office to inform future USAID support to this Office over the coming years. The USAID Justice and Human Rights Programs will use the USAID-funded Democratic Indicators Monitoring Survey (DIMS) for the design, implementation, and evaluation of activities. The DIMS survey is conducted every two years and measures democratic values and behaviors. It is an effective tool to measure the impact of USAID activities across several variables including, among others, gender, geographical zone, age, and ethnicity.

#### **Program Area Performance \ 2 Governing Justly & Democratically \ 2.2 Good Governance**

The GOC's democratic security strategy has advanced the peace process and neutralized the operation of illegal groups in many strategic regions of the country. Substantial investment in good governance within Colombia's conflict-affected areas is essential to prevent a return to violence and illegality, and to consolidate advances in democratic governance. Building on military operations to recover key areas from illegal actors and as part of our overall strategy focus on conflict-impacted, low-income areas of the country, the USG launched two new programs to consolidate state presence and improve governance in areas emerging from conflict. Both activities work in partnership with the GOC Center for Coordination of Integrated Action (CCAI), an executive interagency coordination body, established to increase government presence in priority areas previously held by illegal armed groups and to respond to local needs. We are working in one of CCAI's priority zones, Meta, strengthening CCAI and providing small grants to rapidly engage communities in recovery activities to establish the legitimacy and responsiveness of the government. In FY 2007, this program successfully piloted a participatory methodology with the GOC to identify community needs and approved 69 grants for more than \$800,000. We are also working in three additional CCAI priority regions to ensure effective state presence in health, education, and citizen security, and to strengthen local government capacity to deliver quality public services efficiently and transparently. In FY2007, we contributed to increasing the transparency of the October 2007 sub-national elections in these regions. This program co-sponsored public candidate debates with local chambers of commerce to raise awareness on health, education, and security issues and to improve the quality of candidates' political

platforms. By strengthening a Colombian NGO, the “Electoral Observation Mission, “on their “Clean Vote” campaign, citizens were better informed of their voter rights.

### **Program Element Performance \ 2 Governing Justly & Democratically \ 2.2 Good Governance \ 2.2.2 Public Sector Executive Function**

Building on military efforts to recover strategic areas of the country from illegal armed groups, the USG worked with the GOC to establish state presence in traditionally marginalized, low-income, conflict-impacted areas. The program targets 26 municipalities in three GOC priority regions (Sierra Nevada, Catatumbo, and Bajo y Medio Atrato) to improve state delivery of health, education, and citizen security services. In the run-up to the October 2007 sub-national elections, we co-sponsored, five public candidate debates and eight forums with local chambers of commerce and candidates and campaign managers to improve campaign dialogue about health, education and citizen security issues. We also supported the GOC’s “Clean Vote” campaign to inform citizens of their rights and benefits of voting, and a series of nation-wide radio spots featuring Colombian stars promoting clean and conscious voting. These election activities better informed communities about candidates’ platforms and created a platform for the program with future governors and mayors. Joint program activities with key national level entities (CNP, National Health Superintendent, Ministry of Education, Inspector General’s Office, Controller General’s Office, Prosecutor General’s Office, and Department of National Planning) also established a solid foundation for upcoming program activities. Women’s networks engaged in election oversight and voter education activities. Given the delayed opening of regional offices until after the elections in order to avoid compromising political neutrality during the pre-election period, we expect there will be a considerable increase in governance activities in FY2008.

### **Program Element Performance \ 2 Governing Justly & Democratically \ 2.2 Good Governance \ 2.2.3 Local Government and Decentralization**

USAID and the MILGP, launched a new program in March 2007 to reinforce stability in high-priority, conflict-affected areas of Colombia. We are working with the CCAI, to increase its capacity to establish government presence in areas previously held by illegal armed groups and to respond to local needs on behalf of the GOC. The program strengthens the CCAI with a quick small impact grants in recovered territories that establish the legitimacy and responsiveness of the State. We are working in Meta, one of CCAI’s priority zones, targeting national and local host country government workers, internally displaced persons (IDP), community leaders, community based organizations and other groups.

In FY2007, we committed 69 grants for more than \$800,000. We provided support to CCAI through three grants focused on rapid rural assessments in target municipalities, strategic communications, and organizational strengthening. In Meta, we developed and implemented a participatory municipal assembly methodology that the GOC is using to facilitate the identification of improvement projects with target communities based on their expressed needs. We delivered 66 small grant activities in Meta for school renovations, lighting and water repair, socio-cultural activities and other improvements to small infrastructure under the auspices of the GOC. In FY2008, we will support the GOC’s new interagency Consolidation Plan for Meta, and continue support to CCAI and local communities to re-establish government presence. This new innovative model involves civilian-military integration and also establishes a “Fusion Center” in the heart of Meta with civilian, political and military representatives. If this model succeeds, the GOC will roll it out to other regions.

## **Program Element Performance \ 2 Governing Justly & Democratically \ 2.2 Good Governance \ 2.2.6 Program Support (Governance)**

Under the Program Development and Learning sub-element, a USG-funded Democratic Indicators Monitoring Survey is being conducted to inform the design, implementation, and evaluation of USG activities. In June 2007, the USG-funded Latin American Public Opinion Project (LAPOP) released a comparative study entitled “The Political Culture of Democracy in Colombia: 2006.” The study, based on a poll carried out among 1,491 adults, is part of a series of surveys by LAPOP’s Americas Barometer in an effort to measure democratic values and behaviors in the Americas using national probability samples of voting-age adults. This latest round of surveys covers 21 countries in the Western Hemisphere. The surveys were supported through USG funding, the United Nations Development Program, and the Center for the Americas at Vanderbilt University, among others. In addition, to inform education activities under the USG’s Regional Governance Consolidation Program, we supported an education sector assessment to assess the situation regarding supply and demand for education services in the three regions where the governance program is being implemented.

### **Element Indicator Narrative \ 2 Governing Justly & Democratically \ 2.2 Good Governance \ 2.2.2 Public Sector Executive Function**

Although in FY07, one of our governance programs achieved significant progress in program planning and 2007 local elections-related activities, start-up was delayed due to a later than planned contract award date and the decision to postpone the establishment of regional offices until after elections to avoid compromising political neutrality. Due to the delay in the contract award, FY07 indicators were established with a projection of one year of operation, and thus set higher than what was feasible a program with seven operational months during FY07. Three national governing institutions and systems received USG assistance to incorporate principles that support democracy; 34 women and 26 men from the executive branch personnel were trained with USG assistance; one executive office operation was supported with USG assistance; and 2 governmental and NGO mechanisms were supported with USG assistance for oversight of the executive branch. Given the program’s focus on working with national and local government entities to improve local government operations, we are dropping the indicator measuring the number of executive operations supported, as it is not relevant to the activity. The second governance program was not included in the FY07 OP as it was not yet awarded, but has been added along with indicators for FY08.

### **Element Indicator Narrative \ 2 Governing Justly & Democratically \ 2.2 Good Governance \ 2.2.6 Program Support (Governance)**

Under the USAID Regional Governance Consolidation Program and Democratic Indicators Monitoring Survey (DIMS), program support focused on training personnel in operational research techniques to conduct surveys and operational research to inform program activities, and actually conducting these surveys and assessments. Information collected through the DIMS special study will continue to inform the design and implementation of good governance activities as well as other activities in the justice system, human rights, and political parties elements. Data from DIMS was and will continue to be used to measure the impact of USAID activities. In FY07, we completed all field survey research for the 2007 DIMS special study. In addition, to inform education activities under the governance program, we conducted an educational sector assessment in the three regions where the program is being implemented.

## **Program Area Performance \ 2 Governing Justly & Democratically \ 2.3 Political Competition and**

## **Consensus-Building**

The USG fortified Colombia's political competition by building internal and external incentives to promote positive democratic changes in political parties. Activities strengthened internal party democracy, supported the effective implementation of recent electoral reforms, and expanded the presence of political parties in the conflict-affected, marginalized region of Choco. As one of the poorest regions in the country with the greatest number of Afro-Colombians, Choco became a focal point for increasing political competition. In FY2007, we achieved key results toward making parties more transparent, accountable, and representative, and prepared over 3,900 voters and candidates for the October sub-national elections. Assistance to the Afro-Colombian Caucus resulted in a national budget amendment increasing funding for Afro-Colombian populations in Choco. Forums and training for political parties and civil society in Choco increased political representation for historically marginalized Afro-Colombian communities. USG assistance supported seven training events for candidates and voters to improve the quality and substance of political platforms and to help inform voters. Special training for female candidates through the "More Women More Politics" campaign advanced gender issues as well as our support to the Colombian Congressional Women's Caucus international seminar. Challenges include sustainability of reform efforts and Colombian ownership of activities. We worked on these concerns by collaborating with the National Electoral Council and National Registry, as well as 43 organizations across the country. By assisting the National Electoral Council, through Transparency International, we helped integrate software enabling parties to develop required campaign finance reports online, thereby increasing disclosure and transparency.

### **Program Element Performance \ 2 Governing Justly & Democratically \ 2.3 Political Competition and Consensus-Building \ 2.3.3 Political Parties**

USAID assistance strengthened Colombia's ability to implement political reforms increasing democratic inclusion and competition in Colombia. In FY 2007, activities focused on strengthening the Afro-Colombian Caucus; preparing voters and candidates for the October local elections; and making parties more accountable, representative, and democratic. The Afro-Colombian Caucus took key steps toward building consensus on issues of concern to their constituents. These included the creation of a common agenda among Afro-Colombian legislators crossing party lines, and the development of a proposal and strategy aimed at increasing emphasis on issues of concern to Afro-Colombians within Colombia's National Development Plan. These advocacy efforts led to a budget amendment to increase funding for issues of concern to Afro-Colombians. As a result of these efforts, the GOC has stated that it has begun to consider the Caucus as a credible actor and has co-funded events with it. To prepare for sub-national elections, the program trained over 3,900 voters and candidates on campaign-related issues. Activities also made the electoral process more transparent. Transparency International's work with the National Electoral Council resulted in integrated software that made it possible, for the first time, for political parties to develop their mandatory campaign financial reports online. A manual on political and electoral reform was developed for voters and candidates and widely distributed. In Choco, partnerships were formed with local groups to implement multiparty forums and training, reaching nearly 400 participants. The program sponsored training for women candidates through the "More Women More Politics" campaign and through support to the Colombian Congressional Women's Caucus International Seminar, bringing international experts to share experiences in women's' political participation. Through technical assistance and grants to political parties and civil society in Choco, activities are increasing political representation for its largely Afro-Colombian population.

### **Program Element Performance \ 2 Governing Justly & Democratically \ 2.3 Political Competition and**



## **Consensus-Building \ 2.3.4 Program Support (Political Competition)**

A USAID-financed baseline assessment launched in FY2007 informed the political party work plans at the national and, in the case of the Department of Choco, at the local party level as well. We will continue to use the Democratic Indicators Monitoring Survey (DIMS) to inform the design, implementation, and evaluation of activities under this program. The DIMS survey, conducted every two years, measures democratic values and behaviors. It is an effective tool to measure the impact of USG activities across several variables including, among others, gender, geographical zone, age, and ethnicity.

## **Element Indicator Narrative \ 2 Governing Justly & Democratically \ 2.3 Political Competition and Consensus-Building \ 2.3.3 Political Parties**

In FY07, the program exceeded all targets established in the FY07 OP. Regarding individuals receiving political party training, 3,957 party representatives, political grouping representatives, and independent candidates were trained on political party strengthening topics including how to articulate platform and policy agendas effectively. This figure includes 814 women, 854 youth, 114 Afro-Colombians, and 95 indigenous persons. In addition, via a memorandum of understanding, the program is working with 8 political parties that are implementing programs to increase the number of candidates and members from underrepresented sectors.

## **Program Area Performance \ 3 Investing in People \ 3.3 Social and Economic Services and Protection for Vulnerable Populations**

Over the past year, Colombia worked hard to meet the social and economic needs of its approximately three million IDPs and other vulnerable groups. Most notably, significant progress was made in expanding and decentralizing registration and service delivery systems. Even though progress is being made, the situation remains critical, as more than 500 people are displaced from their homes each day.

In early 2004, Colombia's Constitutional Court ruled that the GOC was failing in its obligations to respond to the needs of IDPs around the country. Specific GOC entities, including the Presidential Agency for Social Action and International Cooperation, the nation's lead agency in this effort, were ordered to immediately expand their response to the crisis. As a result, since 2003, the GOC budget for IDPs has increased over eight-fold, from \$60 million to \$425 million in 2007. The USG, through USAID and State/PRM, is aggressively supporting this effort. Programming decisions are jointly made and implementation is closely coordinated on the ground, with special attention being given high-conflict areas from which IDPs are being expelled.

In FY2007, the USG provided assistance to 517,559 IDPs and other vulnerable people. These services included healthcare, education, housing, basic sanitation, food security, job training, employment generation, and emergency assistance. Sustainable incomes are the key to reintegrating the displaced into mainstream society. Income generation initiatives must be demand driven and have strong ties to the private sector. The GOC and the USG will work together to reach more than 1,200,000 beneficiaries in 2007 and even more in 2008. USAID's programs to support vulnerable populations have leveraged more than \$140 million from public and private-sector partners since 2000.

In addition to programs supporting IDPs, the USG has made significant headway in assisting Afro-Colombians, most of whom reside in Colombia's remote, underserved coastal regions, with more than 100

initiatives completed or underway. This is being done through a two-pronged approach: institutional strengthening for Afro-Colombian NGOs and expanded direct service delivery to this population.

### **Program Element Performance \ 3 Investing in People \ 3.3 Social and Economic Services and Protection for Vulnerable Populations \ 3.3.1 Policies, Regulations, and Systems**

Important work is underway on the development of a transparent, measurable system to determine when an IDP is no longer displaced, but has been reintegrated into society and can be removed from the IDP registry, which currently contains approximately two million people. The Presidential Agency for Social Action is taking the lead in this effort, but the effort is enormous and requires commitment and action from myriad GOC agencies as well as political will from many actors, including civil society and the courts.

Land reform remains a top priority. The USG is supporting the development of land restitution and reform policies, and helping the GOC examine international experiences to inform strategies. Mechanisms have been established for consultation with civil society on economic policy initiatives to take the needs of vulnerable groups, including Afro-Colombians and indigenous peoples on communal lands, into account. Financial sector reforms supported by the USG have incorporated 26 institutions into the microfinance pilot program, reaching over 200,000 new clients, most of them poor women in rural areas and vulnerable groups. Policy work is underway to help the GOC understand and deal with the factors that keep many small- and medium-sized enterprises (many of which are owned by or employ vulnerable people) from entering into the country's formal sector. One of the key impediments that small enterprises face is the lack of access to credit and capital. With USG support, financial services are reaching down to the micro- and small-enterprise level.

The USG continues to support the development and implementation of integrated plans to chart the way for responding to the IDP crisis at the departmental level. The National Planning Department is benefiting from technical assistance for an evaluation of public policies related to IDPs, their rights, and obligations, as ordered in the ruling made by the Constitutional Court.

Policy and system work is being done with the Ministries of Health (MOH) and Education (MOE). For the MOH, work focuses on helping it develop the systems needed to reach out to and meet the healthcare needs of displaced populations, particularly in remote rural areas. The MOE is assisted by the creation of curricula and other resources targeting displaced and vulnerable children, many of whom are out of school and need to be brought up to the grade level that is appropriate for their age using non-traditional methods.

### **Program Element Performance \ 3 Investing in People \ 3.3 Social and Economic Services and Protection for Vulnerable Populations \ 3.3.2 Social Services**

The lion's share of USG assistance to Colombia's displaced and vulnerable populations is dedicated to expanding and enhancing the delivery of social services to these groups. The USG effort is closely coordinated with the GOC to ensure strategic implementation and to avoid duplication. The USG effort involves a number of players, with State/PRM supporting the provision of immediate, emergency assistance to the newly displaced, USAID providing funds for longer-term stabilization initiatives, and the US Military carrying out high-profile community relations initiatives, including the construction and repair of health centers and schools.

A unique program that will generate benefits for years to come is implemented by the Colombian

Association of Medical Schools. Medical students work in marginal communities in order to sensitize them to the physical and mental healthcare needs of vulnerable populations. Colombia's civil air patrol carried out medical brigades in some of the most remote regions, bringing services to populations in need. An exciting highlight of the past year was the arrival of the USNS Comfort, the Navy's largest hospital ship, to the port city of Buenaventura. More than 6,500 people, mostly Afro-Colombians, received medical attention during its visit. In 2007, more than 240,000 people received health care services thanks to the USG's assistance program.

A variety of education programs are being implemented at the pre-school, primary, and secondary levels, with work being done in infrastructure repair, the provision of equipment, and curriculum development. Adult literacy programs are much-needed among the displaced population. In 2007, more than 51,000 children benefited from USG basic education and literacy initiatives. Complementary psycho-social support is a critical component of almost all social services activities as displaced people must be stabilized before they participate in other types of interventions, such as income generation.

Income generation and dignified housing are the two most critical needs for full reintegration into civil society. Therefore, activities were restructured to increase investment in these sectors. Thanks to creative outreach initiatives, the private sector is increasingly aware of how employment opportunities for vulnerable populations translate into enhanced security and an improved business environment. It is a win-win situation and corporate social responsibility is on the rise.

### **Element Indicator Narrative \ 3 Investing in People \ 3.3 Social and Economic Services and Protection for Vulnerable Populations \ 3.3.1 Policies, Regulations, and Systems**

1) Agriculture laws :agricultural subsidy law, national development plan law, rural development law;;2) land market access: improvement of registration of land ownership rights; adjudication of seized land; law 70/93, improved land titling and transfer. 4) rural finance law. Significant resources are being devoted to the development of policies, regulations, and systems that benefit Colombia's displaced and vulnerable populations. These activities include the formulation and implementation of policies related to land titling, restitution, and reform; financial sector reform, and national development plans, among others. In addition, work is being done to strengthen the systems needed to register and attend to the needs of the displaced.

### **Element Indicator Narrative \ 3 Investing in People \ 3.3 Social and Economic Services and Protection for Vulnerable Populations \ 3.3.2 Social Services**

1.Number of Evaluations: USAID's partners conducted numerous participative evaluations during the past year in order to solicit feedback from local implementing agencies in order to fine-tune future activities. This indicator will be dropped in FY08.

2.Number of Institutions with Improved Management Information Systems, as a result of USG Assistance:In order to help the GOC better plan, execute, and report on the assistance that is being provided to displaced families, all USAID implementing partners for IDP programs are required to contribute to the national registry for displaced people. In order to utilize the registry, they must have a modern information system that allows them to access and add information on their services and beneficiaries. This indicator will be dropped in FY08.

3.Number of Service Providers Trained Who Serve Vulnerable Populations:This indicator will be dropped in FY08.

## **Program Area Performance \ 4 Economic Growth \ 4.2 Trade and Investment**

Colombia's economic performance continued to improve in FY2007, with real GDP increasing by over seven percent since last year, reflecting the mutually-reinforcing positive relationship between security improvements and economic growth. Trade as a percentage of GDP increased from 36 percent in FY2006 to 47 percent in FY2007. Foreign direct investment, led by the U.S., has quadrupled since 2002, with notable increases in manufacturing, telecommunications, transportation, energy and other key sectors. Colombia's significant reforms in 2007 earned it a place among the top 10 reformers in the World Bank's 2008 Doing Business report. The USG provided technical support for the key reform areas commended in the report: protecting investors, paying taxes, and trading across borders.

The reforms above were complemented by USG-supported efforts to encourage broad-based benefits from trade: civil society outreach to promote dialogue with policy makers, increasing access to finance by under-served and rural populations, and improving labor markets and worker rights. Outreach programs to facilitate public dialogue resulted in the formation of 27 regional committees to provide civil society input on the GOC economic policy initiatives, including the needs of indigenous and Afro-Colombian communities. Increasing access to finance has helped under-served and rural communities take advantage of trade and business opportunities. In addition, improving labor markets and worker rights helps to ensure that trade benefits workers. Progress includes better inspections and enforcement, public outreach on fundamental labor rights and worker safety, improved and timely adjudication of labor-related cases through a new oral labor justice system, and adapting training programs to match worker skills with employer needs and available jobs.

Trade and investment activities in FY2008 will continue to improve the business climate. Colombia's free trade agreement (FTA) with the United States has been signed, but awaits ratification by the U.S. Congress. Delays in the passage of the FTA could negatively affect future achievements under this program area. A high priority for the GOC and USG, the FTA would promote continued growth and investment, which in turn would consolidate gains in alternative development and creates opportunities and jobs for displaced persons and other vulnerable populations.

### **Program Element Performance \ 4 Economic Growth \ 4.2 Trade and Investment \ 4.2.1 Trade and Investment Enabling Environment**

USG support significantly improved Colombia's trade and investment environment and help marginalized and vulnerable groups benefit from market opportunities. Customs reform lowered the time required by export procedures from 34 days in FY2006 to 24 days in FY2007. Implementing simultaneous (rather than consecutive) inspections by police, health and customs authorities reduced merchandise inspection and clearance times for imports from 35 days to 20.

On labor, the USG supported the GOC's pilots of a new risk-based labor inspection system in five cities: Cartagena, Neiva, Apartadó, Manizales and Cali. By preventing labor violations, the pilots have improved relations between workers, businesses, and GOC inspectors, as businesses proactively fixed problems, thus avoiding sanctions, and fostering a more productive working environment. Next steps in this program include legal and regulatory reforms to extend the oral accusatory justice system to labor rights cases, and efforts designed to combat child labor abuses and to promote greater compliance with child labor laws.

Support for financial sector reforms through the GOC's "Opportunities Bank" program far surpassed

expectations, helping poor women, small farmers and other marginalized groups access finance. In the first year (FY2007), USG assistance incorporated 26 new financial institutions into the microfinance pilot program, reaching over 231,000 new clients (mainly women), and disbursing over \$92 million in credit. The program mobilized nearly 94,000 savings accounts. Regulatory reforms to extend financial services through non-banking correspondents have added nearly 4,000 new points of service in rural and underserved areas throughout the country, of which 109 now offer full banking services.

GOC commitment and leadership has been crucial to success. For example, the customs and tax administration led reforms supporting simultaneous inspections at the border. The Vice Minister of Social Protection plans to expand the labor inspections program nationwide and improve communication among workers, unionists and the government. Likewise, GOC leadership in the “Opportunities Bank” and financial reforms created the framework to expand microfinance and other financial services. FY2008 results will depend on continued GOC commitment and political leadership to implement the necessary reforms. Delays in FTA approval could affect the GOC commitment to push forward this ambitious reform agenda

#### **Element Indicator Narrative \ 4 Economic Growth \ 4.2 Trade and Investment \ 4.2.1 Trade and Investment Enabling Environment**

During FY07, USG assistance helped bring 5 additional investment measures into compliance with international agreements, exceeding the target of 4. Support for customs harmonization met targets, implementing 6 procedures in accordance with internationally-accepted standards. One additional standard-setting institution (Colombian Institute for Technical Norms and Certification, ICONTEC) adopted international guidelines, although the USG also provided assistance to 7 additional institutions, which are expected to adopt international guidelines in FY08. No FY08 targets were set for the previous three indicators because the related USG assistance will conclude during FY07. The GOC enacted 43 new legal and regulatory actions resulting from USG support to improve compliance with international trade and investment agreements, surpassing the target of 39 for FY07, so the FY08 target is being increased from 15 to 21. Given election cycles, new reforms are expected to peak by mid FY08 with emphasis on consolidation of major reforms in the second half of FY08. Therefore the FY08 target is less than in FY07. The number of USG-supported training events during FY07 surpassed the target with 337 events (reaching 4416 participants), because the original target did not take into account the rapid progress in financial services, SPS, customs and labor, which required more directed training. The FY08 target for training participants has increased from 212 to 3500.

#### **Key Issue Performance \ Counter Terrorism**

A key tenant in countering guerrilla/terrorist operations is the denial of freedom of movement to the terrorists. The police reestablishment program has significantly contributed to the reduction of terrorist freedom of movement in Colombia by; establishing/reestablishing police stations in the areas either controlled or in danger of becoming controlled by the armed groups, a large scale road security program, and operations against the groups. The establishment of over 50 rural stations, 18 in the last year, in addition to the original 158 has denied the groups the freedom of resupplying in the small towns and the use of the towns as rest and recreation sites. For the first time there is police presence in all of Colombia's municipalities. The Mobile Carabineros Squadrons (EMCAR) are the unit of choice for road and infrastructure security and as such maintain a constant presence on the major lines of communication. This makes it harder for the groups to move supplies needed to stage terrorist type attacks and has significantly

reduced illegal roadblocks in the rural areas. The squadrons also reinforce rural towns in danger of attack, thus denying the guerrillas easy targets and the propaganda value of a successful attack. The emerging criminal gangs are a new threat to security and a specific target of the EMCAR and have been successfully attacked in Antioquia and Tolima. They still pose a threat but with continued operations against them this threat will be minimized

### **Key Issue Performance \ Reducing gender based violence and exploitation**

Although a gender-based violence (GBV) strategy is currently under development, several activities addressing GBV took place last year: through its Human Rights Program, the USG supported the inclusion of gender indicators in the Early Warning System, including indicators on GBV in their relation to conflict. The utilization of such indicators is vital to predict and prevent gender violence evolving from the conflict.

A GBV prevention campaign is taking place in municipalities throughout the department of Antioquia, and an information campaign to prevent trafficking in persons is being conducted in regions that have traditionally been vulnerable to this crime.

Additionally, USG-supported legal service centers servicing low income communities – Justice Houses - provided justice services to 1,350,602 people. The majority receiving services were women (777,947), reflecting the large need for GBV related support.

Displaced women and children are particularly vulnerable to GBV. By working in collaboration with several GOC entities, the USG provided training and psycho-social counseling to displaced women who have been victims of GBV as well as public officers, community leaders and educators. Over 10,000 people from five different departments in the country are benefiting from this program, which seeks to transform values, behaviors and attitudes contributing to the perpetuation of violence into protective factors at the individual, couple, family and community.

### **Key Issue Performance \ Local Organization Capacity Development**

Colombianization is a cross-cutting theme throughout the security, economic, and social components of the Plan Colombia assistance package. Much effort is devoted to creating a sense of ownership among the USG's private- and public-sector partners in order to enhance impact and ensure sustainability. Particular emphasis is given to Afro-Colombian and indigenous organizations and the grassroots groups that advocate for and attend to the needs of vulnerable populations. Work is also being done to strengthen municipal governments to meet the needs of their citizens, particularly in conflict zones. Capacity development assistance provided to the Afro-Colombian Community Councils (civil society) and the Association of Afro-Colombian Municipalities (public sector) resulted in new public policies benefiting Afro-Colombians. This approach -- strengthening the public sector and NGOs simultaneously -- increases the credibility of both groups and helps them better carry-out their individual and collective roles in society.

### **Key Issue Performance \ Anti-Corruption**

The effectiveness and credibility of any institution rests in part on its ability to operate in a transparent manner, free from corruption. For police institutions this effectiveness translates into reduced crime rates, a safe and secure living environment, and public confidence in the police. In FY2007, DOJ/ICITAP

conducted 24 workshop seminars designed to raise awareness of the factors which contribute to institutional corruption, develop leadership skills, and improve police-to-public relations. Held in Bogota and in all principle cities, each seminar was attended by the CNP, Administrative Department of Security (DAS), and Prosecutor General's Office. Eleven of the seminars dealt with transparency and anti-corruption topics and how an institution can develop and implement their own anti-corruption strategies. Seven seminars taught the students leadership skills and the specific leadership initiatives needed to institute internal supervisory controls to reduce corrupt tendencies and behavior by subordinates. Six seminars were held on conflict negotiation and resolution designed to arm supervisors with the skills to communicate effectively with subordinates and the public to diffuse and control problems before they escalate out of hand. 621 Colombian law enforcement personnel attended these seminars. The Transparency International Global Corruption Barometer for Colombian Police in their last report (2006) reflects a score of 3.5 over the previous year score of

### **Key Issue Performance \ Microenterprise**

Micro and small enterprises are the backbone of the Colombian economy, providing jobs for more than 63% of the national population and contributing approximately 55% of GDP. With many of these enterprises operating informally, significant social and financial benefits could be derived from bringing them into the formal economy. An impediment that constrains the entry of these businesses into the formal sector is the lack of access to credit and capital. Hence, work is being done to push financial services down to their level. Special efforts are underway to attend to the needs of Afro-Colombians and other traditionally underserved groups in remote regions, such as the Pacific coast, which are heavily affected by the on-going conflict. Strengthening small businesses in these regions leads to increased employment opportunities for vulnerable families. Sustainable living wages are the key to their full reintegration into civil society.

### **Key Issue Performance \ Trade Capacity Building**

Trade and investment activities support trade capacity building (TCB), helping Colombia prepare for, implement, and benefit from trade agreements. In the TCB Group during FTA negotiations with the U.S., the USG and GOC jointly developed a program including customs reform, sanitary and phytosanitary standards (SPS), technical barriers to trade (TBT), and other trade-related activities. SPS efforts include pilot certification programs with two milk processors, six slaughterhouses, 120 horticulture farms, 20 cattle farms, three low acid canned foods processors, seven cheese processors and two low pest prevalence areas to ensure that they meet the health/safety standards required by international markets. In TBT, USG assistance helped over 150 businesses achieve certification according to international standards to be able to export. Assistance to small businesses and farmers in production and market linkages helps them to take advantage of export opportunities.

### **Key Issue Performance \ Community Mobilization/Participation**

As part of Plan Colombia, the USG actively supports community-based mobilization and participation, with special attention being given to conflict zones and areas that are predominately Afro-Colombian or indigenous. Hundreds of local organizations are receiving technical assistance and institutional strengthening support in order to help them carry out their advocacy and mobilization mandates. NGO networks are being created to help small groups work together more effectively. These networks focus on issues such as human rights, forced displacement, land rights, social and economic inclusion, alternative development options, political participation, cultural preservation, and access to justice. As a result of this

assistance, grassroots communities are mobilizing peacefully, drawing attention to the challenges they face, and seeking mutually agreed upon solutions.

### **Key Issue Performance \ Public-Private Partnerships**

USAID and Colombia leveraged tremendous support from the public and private sector through public-private alliances in FY2007. Using \$37 million of USG resources, the U.S. Mission leveraged private sector support for the development of high-value agribusiness activities (African Palm, Cacao, rubber). Using \$22 million of USG funds, the U.S. Mission leveraged public and private sector support to expand access to education, provide health services, build and rehabilitate houses, and create income generation opportunities for thousands of IDPs. Over \$4.5 million was used to leverage support for the GOC's program to reintegrate former combatants, in particular vocational training and/or job placement of ex-combatants. Almost \$350,000 of USG resources were used to leverage public and private support for the establishment two new Justice Houses which provide justice services for vulnerable populations in rural, conflict-impacted areas. Using \$750,000 of USG funds, the U.S. Mission leveraged support from the GOC and businesses such as Intel, Microsoft and Cisco to provide computer training and internet services in remote areas of Colombia. The Trans Andean Fund used \$3.5 million of USG resources to leverage capital from Colombian pension funds and insurance companies for equity investments in small businesses.

### **Key Issue Performance \ Civil Society**

USG assistance to Colombia is enhancing the building blocks for a strong and diverse civil society. Humanitarian Mine Action and small arms light weapons destruction are valuable tools to assist one of our strongest allies in its fight against insurgency and drug proliferation. Our support to the Colombia Center of Rehabilitation encouraged civil society involvement in addressing victims' needs in the most rural regions of Colombia. We also created a new network of 10 organizations to provide psychosocial and legal assistance to victims. Our assistance to implement a new CPC has made justice more swift and effective. We trained over 73,530 officials since 2000 and, to increase access to justice for the underserved, supported Justice Houses that handled 1,351,602 cases in FY2007, many involving Afro-Colombians, indigenous peoples, and women. Our support to legal assistance providers and NGOs brought justice services to the most marginalized groups. Our human rights support to the Ministry of Interior and Justice protection program provided the critical protection needed for civil society to voice its rights and expand its influence without fear of retribution. Support for "Clean Vote" and election debates helped candidates focus on health, education and citizen security services, and encouraged civil society groups such as the Women's Network of Choco to be involved in the democratic electoral process at the regional and local level.

### **Key Issue Performance \ Food Security**

Food security is a key challenges facing Colombia's displaced and vulnerable populations, particularly those residing in marginal, sub-urban neighborhoods. Twelve percent of children under five are chronically malnourished and there is a clear linkage between malnourishment and the economic status of the child's family. The USG is supporting activities to enhance food security and fight malnutrition. These include educational programs about nutrition and increasing food availability to vulnerable households through community gardens and other activities. Community gardens not only improve nutrition and increases caloric intake for at-risk families, but also provide the opportunity to supplement incomes through the sale of excess production. Cash and in-kind food support are also provided to the GOC's feeding program for schools and child care centers. Support is also being provided to families who reside in areas where coca is



being eradicated to help them maintain food security as they transition into a licit lifestyle.

# 1 Peace & Security - Colombia

## 1.1 Counter-Terrorism\1.1.3 Governments' Capabilities

### Number of people trained in Anti-terrorism By USG Programs

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	Number of women					Number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
168	158	155	170	164	8	8	3	8	6	160	150	152	162	158

1421

### 1.1.3 Governments' Capabilities narrative (no more than 1500 characters)

chars

ATA Colombia Anti-kidnapping program conducted 5 Crisis Response Team courses in which 155 personnel were trained. In addition, 12 instructors were trained in an Instructor Development Course. To date, 608 personnel in 21 out of 32 hostage rescue units and 70 instructors have been trained since the start of the program. These additional personnel will enhance the GOC's ability to continue reducing the number of kidnappings, which in turn reduces the flow of money to the FTOs. In addition, the Cyber Terrorism Training Program conducted 8 cyber investigation courses in which 30 CNP and the Attorney General's Office investigators were given advanced computer forensics training. ATA donated and installed 4 forensic labs in 4 major cities. These labs have enhanced the GOC's capabilities to investigate more complex cases involving FTOs. Additionally, ATA provided an Anti Explosive K9 Handlers Course in which 13 handlers were trained. The course was designed to improve the capabilities of the Anti-explosive K9 handlers to conduct training that meets approved standards as per an earlier assessment visit that the training methods used by the GOC were outdated. The CNP will adopt these new methods. ATA also provided a cyber prosecutors course designed to enhance the Attorney General's Office to investigate and prosecute cyber crimes that otherwise they would

stigate and prosecute cyber crimes that otherwise they would not have been able to timely prosecute.

## 1.3 Stabilization Operations and Security Sector Reform\1.3.2 Disarmament, Demobilization & Reintegration (DDR)

### Number of ex-combatants who complete USG-assisted transformational programs

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	Number of women					Number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	3,000	-	5,500	-	-	-	-	-	-	-	-	-	-	-

## 1.3 Stabilization Operations and Security Sector Reform\1.3.2 Disarmament, Demobilization & Reintegration (DDR)

### Number of ex-combatants, armed belligerents enrolled in USG-assisted programs that transform

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
13,958	23,893	6,337	29,693	12,000

## Number of non-combatants assisted by USG funded reintegration programs

					Number of women					Number of men				
2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	4,500	10,231	4,500	5,969	-	-	NA	-	NA	-	-	NA	-	NA

1.3 Stabilization Operations and Security Sector Reform\1.3.2  
Disarmament, Demobilization & Reintegration (DDR)Number of weapons collected from ex-combatants  
and armed belligerents with USG assistance

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
2,555	800	678	1,000	900

1270

## 1.3.2 Disarmament, Demobilization &amp; Reintegration (DDR) narrative (no more than 1500 characters)

chars

First indicator: Due to a GOC policy change In September 2007, participation in the reintegration process was extended beyond the 18-24 month period and the GOC announced that it would develop a system to monitor and establish the completion by an individual of the reintegration process/program as defined by a "reintegration index". This system will be completed in March 2008 at which time new targets for this indicator will be established. Second indicator: The target set for 2007 was erroneously calculated as a cumulative figure rather than an annual figure and as a result was not achieved. 2008 Target has been revised accordingly. Revised figures: as of 10/01/06 = 12,033; 2007 Actual = 6,337; Revised 2008 Target=12,000. Third Indicator: In 2007, more than 80,000 victims have come forward to provide information and claim victimization - many more than expected in the first year of the program. FY2008 target has been revised accordingly. Fourth Indicator: Although the numbers of weapons collected in FY2007 and 2008 will fall short of the total two-year target of 1,800, the number of weapons actually collected as of 10/01/06 was more than originally reported (2555). Revised figures: as of 1/10/06=4120; 2007 Actual = 678; Revised 2008 Target=900.

1.3 Stabilization Operations and Security Sector Reform\1.3.4  
Explosive Remnants of War (ERW)Kilometers of roads and railroads cleared of  
explosive ordnance with USG assistance

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	-	-	-	-

**Number of civilians provided mine risk education**

					Number of women					Number of men				
2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

**1.3 Stabilization Operations and Security Sector Reform\1.3.4 Explosive Remnants of War (ERW)**

**Number of ERW clearance teams trained and equipped**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	-	-	-	-

**1.3 Stabilization Operations and Security Sector Reform\1.3.4 Explosive Remnants of War (ERW)**

**Number of host nation mine action officials trained**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	-	-	-	-

**1.3 Stabilization Operations and Security Sector Reform\1.3.4 Explosive Remnants of War (ERW)**

**Number of host nation mine risk education teams trained**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	-	-	-	-

**1.3 Stabilization Operations and Security Sector Reform\1.3.4 Explosive Remnants of War (ERW)**

**Square kilometers of de-mined land returned to productive use with USG assistance**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	-	30,000	-	100,000

1069

#### 1.3.4 Explosive Remnants of War (ERW) narrative (no more than 1500 characters)

chars

PM/WRA will increase its level of funding to \$1.3M in FY08, and continue its focus on training and equipment for emergency demining and victim's assistance. PM/WRA has already funded trained two military platoons (80 people) to conduct humanitarian demining. One platoon has started working on an explosive-remnants-of-war-field (rather than a true minefield) and has cleared 30,000 meters. The second platoon has concluded training and will begin activities in November 07. The victims' assistance project funds mobile medical brigades that provide rehabilitation services in rural areas. If funding is approved, SOUTHCOM will continue assistance, and has requested \$175K to train 6 Colombians at the Humanitarian Demining Training Center in Fort Leonard Wood, Missouri and to donate demining equipment to the military demining teams. USAID's Leahy War Victims Fund is anticipating funding \$1M/year for FY08 through FY10 for rehabilitation services, socio-economic services. USAID's Mission funding is projected at \$300,000 in FY08 for capacity building.

**1.3 Stabilization Operations and Security Sector Reform\1.3.6  
Defense, Military, and Border Restructuring, Reform and**

**Number of host country military personnel trained  
to maintain territorial integrity**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
622	750	1,575	760	488

**1.3 Stabilization Operations and Security Sector Reform\1.3.6  
Defense, Military, and Border Restructuring, Reform and**

**Number of joint operations conducted with USG  
assistance**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
2	5	186	7	250

**1.3 Stabilization Operations and Security Sector Reform\1.3.6  
Defense, Military, and Border Restructuring, Reform and**

**Number of US trained personnel at national  
leadership levels**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
55	73	134	73	122

**1.3 Stabilization Operations and Security Sector Reform\1.3.6  
Defense, Military, and Border Restructuring, Reform and**

**Percent of US recommended military training need  
met during the year**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
97	98	98	98	98

**1364  
chars**

**1.3.6 Defense, Military, and Border Restructuring, Reform and Operations narrative (no more than 1500 characters)**

Last year, with the assistance of MILGP, the COLMIL initiated several reform initiatives such as the military justice reform, personal management reform, and the education, training and leadership reform. FY 07 was a very successful training year. MILGP was able to obtain many additional seats in different schools and conduct many more training events in country. In total, 1575 COLMIL personnel were trained. Among the types of training conducted were: first joint air support school, SOF OWS rehearsal/training, strategic planning and operations and crisis management for all general officers, support to Joint War College, and the training over 400 military legal officials and commanders on human rights law and rules of engagement. During FY 07, MILGP Colombia assisted in approximately 186 joint operations. The GOC achieved significant success with its offensive campaign against the FARC leadership. Over a dozen mid-level FARC commanders were killed or apprehended. Several high interest FARC front leaders were killed, including FARC 16th Front leader, alias "Negro Acacio" and 42nd Front leader, alias "Giovanni Rodriguez." Additionally, security forces continue to identify and arrest narcotics traffickers several of whom have been, or are waiting to be, extradited to the United States, most notable of which is the notorious Diego Montoya.

le of which is the notorious Diego Montoya.

**1.3 Stabilization Operations and Security Sector Reform\1.3.7  
Law Enforcement Restructuring, Reform and Operations**

**Number of communities in USG-assisted areas  
using community policing methods**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
85	110	30	110	20

**1.3 Stabilization Operations and Security Sector Reform\1.3.7  
Law Enforcement Restructuring, Reform and Operations**

**Number of law enforcement facilities built,  
refurbished, equipped with USG assistance**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
160	212	225	262	262

**1.3 Stabilization Operations and Security Sector Reform\1.3.7 Law Enforcement Restructuring, Reform and Operations**

**Number of law enforcement officers trained with USG assistance**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	Number of women					Number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
15,900	19,000	15,111	20,200	6,000	1,923	2,089	1,533	2,268	750	13,977	16,911	13,578	17,932	5,250

**1.3 Stabilization Operations and Security Sector Reform\1.3.7  
Law Enforcement Restructuring, Reform and Operations**

**Number of programs conducted to enhance police  
management with USG assistance**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
5	5	14	5	10

**1485**

**1.3.7 Law Enforcement Restructuring, Reform and Operations narrative (no more than 1500 characters)**

**chars**

The NAS-supported Carabinero program posted impressive advances in the areas of illicit drugs seizures, criminal arrests, and reestablishment of police presence in rural areas in FY 2007. Additionally, the Carabinero forces completed their internal re-organization and reassigned thirteen squadrons in support of the Anti-Narcotics Police (DIRAN). The total amount of illicit narcotics seized by the Carabinero Directorate (DICAR) in FY 07 was 2,226.3 kgs of coca base and 1,010 kgs of marijuana. The total amount of precursor chemicals seized by DICAR in FY 07 was 36,360 gals or 132,218 kgs of liquid precursors and 30,240 kgs of solid precursors. In addition to the above seizures, Mobile Carabineros Squadrons (EMCAR) captured 110 narcotraffickers, 219 FARC/ELN, 78 AUC members and 1749 illegal weapons in FY-07. DICAR completed its reorganization from 62 squadrons of 150 men to 70 squadrons of 120 men, detached 13 squadrons to the Police Anti-Narcotics Directorate (DIRAN) for manual eradication and assumed control of over 600 rural stations. The Carabinero School at Espinal trained over 3,000 personnel in the basic course, 200 new basic medics, 90 advanced medics, 150 countermining experts and 50 designated marksmen. DICAR redirected its squadrons to confront and disband the emerging criminal bands (believed to be ex paramilitaries) and has had som



believed to be ex paramilitaries) and has had some early successes; this mission is expected to yield better results once the intelligence on these groups matures.

**Hectares of drug crops eradicated in USG-assisted areas**

	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	155,946	160,000	161,065	160,000	130,000

**500  
chars**

**1.4.1 Eradication narrative (no more than 1500 characters)**

Historically, much of our foreign assistance program was evaluated based on this one indicator. Although this is generally recognized to be an inefficient indicator, others are either too complex to be easily understood or too expensive to track. For FY 2008, we have revised the target following Congressional mark-ups to the budget and their expressed desire that we refocus our efforts to undertake less aerial eradication while providing more support for interdiction and manual eradication.

**1.4 Counter-Narcotics\1.4.2 Alternative Development and Alternative Livelihoods**

**Hectares of alternative crops targeted by USG programs under cultivation**

	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	102,615	112,312	55,901	139,627	139,627

**1.4 Counter-Narcotics\1.4.2 Alternative Development and Alternative Livelihoods**

**Increased sales of licit farm and non-farm products in USG assisted areas over previous year**

	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	48,500,000	3,400,000	3,400,000	1,500,000	1,500,000

**1.4 Counter-Narcotics\1.4.2 Alternative Development and Alternative Livelihoods**

**Number of families benefited by alternative development or alternative livelihood activities in**

	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	81,735	91,456	53,326	65,303	65,303

**1.4 Counter-Narcotics\1.4.2 Alternative Development and Alternative Livelihoods**

**Number of full-time equivalent (FTE) jobs created by USG sponsored alternative development or**

	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	125,160	93,767	50,873	83,358	83,358

**1.4 Counter-Narcotics\1.4.2 Alternative Development and Alternative Livelihoods**

**Number of municipalities strengthened by USG programs**

	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	143	70	70	-	30

**874  
chars**

**1.4.2 Alternative Development and Alternative Livelihoods narrative (no more than 1500 characters)**

The 2006\* baseline figures represent the cumulative results from FY02 to FY06. USAID's two large AD programs were initiated in early FY06, and targets for 2007 reflect projected accelerated implementation for this fiscal year. While FY07 actual indicators reflect slow and problematic first year progress that carried over into the early part of FY07, actual achievements for the second half of FY07 reflect USAID's expected progress. In FY 2008, implementation progress is expected to level off. In the case of the number of municipalities strengthened by USG programs indicators, the target for FY07 is set to 70 municipalities which have an agreement with USAID's Alternative Development at the Municipal Level program (ADAM) to undergo the strengthening process. These municipalities will be supported through FY08. There are no new municipalities to be added in FY08.

1.4 Counter-Narcotics\1.4.3 Interdiction

**Kilos of illicit narcotics seized by host government in USG-assisted areas**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
200,000	180,000	189,061	170,000	170,000

1.4 Counter-Narcotics\1.4.3 Interdiction

**Kilos of precursor chemicals seized by host government in USG-assisted areas**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
3,987,000	3,510,000	9,349,061	3,200,000	3,200,000

223

**1.4.3 Interdiction narrative (no more than 1500 characters)**

chars

Both indicators decrease in the out-years because if our eradication efforts are successful, there will be less drugs, chemical, and labs to interdict. Kilos of precursor chemicals include both liquid and solid precursors.

1.4 Counter-Narcotics\1.4.4 Drug Demand Reduction

**Number of drug demand research studies completed with USG assistance**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	1	-	1	1

1.4 Counter-Narcotics\1.4.4 Drug Demand Reduction

**Number of drug prevention programs supported with USG assistance**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
31	30	10	25	10

1.4 Counter-Narcotics\1.4.4 Drug Demand Reduction

**Number of new treatment beds created with USG assistance**

	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	-	-	-	-	-

1.4 Counter-Narcotics\1.4.4 Drug Demand Reduction

**Number of people reached with drug prevention messages in USG-assisted areas**

	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	500	100,000	100,000	500	250,000

## Number of people trained as drug treatment counselors with USG-assistance

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	Number of women					Number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	150	150	100	100	-	100	-	75	-	-	50	-	25	-

## 1.4 Counter-Narcotics\1.4.4 Drug Demand Reduction

## Number of treatment beds supported with USG assistance

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	-	-	-	-

224

## 1.4.4 Drug Demand Reduction narrative (no more than 1500 characters)

chars

The GOC's national drug use survey and plans to develop an anti-drug public service announcement have been delayed until 2008. Once the survey has been completed we can better evaluate and plan future drug demand programs.

## 1.4 Counter-Narcotics\1.4.5 Program Support (Narcotics)

## Number of sector assessments

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	environmental					gender				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
2	-	-	-	-	1	-	-	-	-	-	1	-	-	-

23 chars

## 1.4.5 Program Support (Narcotics) narrative (no more than 1500 characters)

Indicators do not apply

1.5 Transnational Crime\1.5.1 Financial Crimes and Money  
Laundering

**Financial Intelligence Unit supported in country  
with USG assistance**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
1	1	-	1	-

1.5 Transnational Crime\1.5.1 Financial Crimes and Money Laundering

**Number of people in host country trained on money laundering or financial crimes**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	Number of women					Number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	100	-	150	-	-	-	-	-	-	-	-	-	-	-

**25 chars**

Indicator does not apply.

**1.5.1 Financial Crimes and Money Laundering narrative (no more than 1500 characters)**

## 2 Governing Justly & Democratically - Colombia

### 2.1 Rule of Law and Human Rights\2.1.3 Justice System

#### Number of Courts Operating in Areas of Low Income Populations with USG Assistance

	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	304	302	-	303	15

### 2.1 Rule of Law and Human Rights\2.1.3 Justice System

#### Number of Justice Sector Personnel that Received USG Training

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	Number of women					Number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
18,180	15,520	18,143	15,550	1,240	10,030	9,195	10,657	9,179	434	8,150	6,405	7,486	6,371	806

### 2.1 Rule of Law and Human Rights\2.1.3 Justice System

#### Number of Legal Aid Groups and Law Clinics Assisted by USG

	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	29	4	3	7	13

### 2.1 Rule of Law and Human Rights\2.1.3 Justice System

#### Number of Legal Institutions and Associations supported by USG

	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	63	45	35	58	18



### Number of people visiting USG supported legal service centers serving low income and marginalized communities

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	Number of women					Number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
4,469,575	1,286,439	1,350,602	1,471,439	1,501,021	-	771,863	777,947	882,863	855,581	-	514,576	572,655	588,576	645,440

#### 2.1 Rule of Law and Human Rights\2.1.3 Justice System

### Number of USG-assisted Courts with Improved Case Management

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
140	295	30	212	60

#### 2.1 Rule of Law and Human Rights\2.1.3 Justice System

### Ratio of New Case Filings to Case Dispositions in Courts Assisted by USG in the Area of Case

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
70	70	70	70	70

924

#### 2.1.3 Justice System narrative (no more than 1500 characters)

chars

We met or exceeded most FY07 targets. USG-supported legal service centers servicing low income communities provided justice services to 1,350,602 people, surpassing our FY07 target by 64,163. The majority receiving services were women, reflecting the large need for domestic violence related support provided by USG-supported Justice Houses. To better reflect the efforts of our justice program to provide justice services for low-income populations in conflict-impacted areas, we are dropping the indicator, number of courts operating in areas of low income populations. A custom indicator will be added in FY08 - number of USG supported formal justice institutions providing justice services to low income populations. In addition, DOJ is dropping the indicator, number of USG-assisted courts with improved case management as this does not reflect their program. USAID will continue to report on this indicator in FY08.

2.1 Rule of Law and Human Rights\2.1.4 Human Rights

**Number of Curricula created or modified to include focus on human rights with USG assistance**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
112	43	20	130	-

2.1 Rule of Law and Human Rights\2.1.4 Human Rights

**Number of domestic human rights NGOs receiving USG support**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
57	40	40	50	10

2.1 Rule of Law and Human Rights\2.1.4 Human Rights

**Number of public advocacy campaigns on human rights supported by USG**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
5	7	14	7	7

2.1 Rule of Law and Human Rights\2.1.4 Human Rights

**Number of USG supported National Human Rights Commissions and Other Independent State**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
2	3	4	3	3

1381  
chars

**2.1.4 Human Rights narrative (no more than 1500 characters)**

We met or exceeded all FY07 targets. Regarding USG support for human rights curricula, we shifted efforts from supporting 13 schools to supporting the formulation of the National Plan for Human Rights Education with national coverage. Five departmental pilot experiments have been initiated with two schools in each department totaling 10 educational centers that will be used as the basis to develop the national program during FY08. Given this shift in focus, this indicator regarding curricula is no longer compatible with our human rights program and will be dropped. To reflect this change and additional FY08 activities, three custom indicators are being added – 1)Number of individuals/groups who received legal aid or victim's assistance with USG support; 2)Number of state and government human rights personnel that received USG training; and 3)Number of union leaders and activists that received USG supported training in preventive protection. FY 2008 activities will focus on victims' rights, protection and other support for labor leaders and activists, greater participation in the Justice and Peace Law judicial processes, and continued implementation of the National Human Rights Action Plan. A significant component of the plan's development involves consultation with civil society, supported in FY07 by 30 direct USG grants to local human rights organizations.

by 30 direct USG grants to local human rights organizations.

2.1 Rule of Law and Human Rights\2.1.5 Program Support (Rule of Law)

Number of baseline or feasibility studies

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	1	2	1	1

2.1 Rule of Law and Human Rights\2.1.5 Program Support (Rule of Law)

Number of evaluations

					results				
2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
1	1	1	1	1	1	1	1	1	1

2.1 Rule of Law and Human Rights\2.1.5 Program Support (Rule of Law)

Number of monitoring plans

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
1	1	1	1	1

2.1 Rule of Law and Human Rights\2.1.5 Program Support (Rule of Law)

Number of sector assessments

					other				
2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	2	2	2	2	-	-	-	-	-

2.1 Rule of Law and Human Rights\2.1.5 Program Support (Rule of Law)

Number of special studies

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	1	1	1	1

1360

### 2.1.5 Program Support (Rule of Law) narrative (no more than 1500 characters)

chars

The majority of indicators related to training of personnel and program design & learning are carried out under the justice and human rights program elements. The USAID Human Rights Program conducted several assessments in FY07. They conducted a needs/baseline assessment with the Human Rights Unit of the National Police and Human Rights Units in 8 additional regions. We supported two sector assessments and an evaluation. First, the USAID-funded Government of Colombia Early Warning System produced an electoral risk assessment. The Human Rights Program also supported an evaluation of the Early Warning System's methodologies to identify ways to improve the system, and a diagnostic needs/sector assessment on protection issues for internally displaced persons. The USAID Justice Program also conducted a special study of the Public Defender's Office to inform future USAID support to this Office over the coming years. The USAID Justice and Human Rights Programs will use the USAID-funded Democratic Indicators Monitoring Survey (DIMS) for the design, implementation, and evaluation of activities. The DIMS survey is conducted every two years and measures democratic values and behaviors. It is an effective tool to measure the impact of USAID activities across several variables including, among others, gender, geographical zone, age, and ethnicity.

eographical zone, age, and ethnicity.

### Number of Executive Branch Personnel Trained with USG Assistance

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	Number of women					Number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
3,000	400	60	400	100	1,800	200	34	200	50	1,200	200	26	200	50

#### 2.2 Good Governance\2.2.2 Public Sector Executive Function

### Number of Executive Office Operations supported with USG Assistance

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
102	10	1	25	-

#### 2.2 Good Governance\2.2.2 Public Sector Executive Function

### Number of Governmental and non-Governmental Mechanisms Supported with USG Assistance for

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
500	50	2	100	47

#### 2.2 Good Governance\2.2.2 Public Sector Executive Function

### Number of Reconstructed National Governing Institutions and Systems that Receive USG

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
102	10	3	10	10

1342  
chars

#### 2.2.2 Public Sector Executive Function narrative (no more than 1500 characters)

Although in FY07, one of our governance programs achieved significant progress in program planning and 2007 local elections-related activities, start-up was delayed due to a later than planned contract award date and the decision to postpone the establishment of regional offices until after elections to avoid compromising political neutrality. Due to the delay in the contract award, FY07 indicators were established with a projection of one year of operation, and thus set higher than what was feasible a program with seven operational months during FY07. Three national governing institutions and systems received USG assistance to incorporate principles that support democracy; 34 women and 26 men from the executive branch personnel were trained with USG assistance; one executive office operation was supported with USG assistance; and 2 governmental and NGO mechanisms were supported with USG assistance for oversight of the executive branch. Given the program's focus on working with national and local government entities to improve local government operations, we are dropping the indicator measuring the number of executive operations supported, as it is not relevant to the activity. The second governance program was not included in the FY07 OP as it was not yet awarded, but has been added along with indicators for FY08.



2.2 Good Governance\2.2.6 Program Support (Governance)

Number of people trained in operational research

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	30	56	30	-

2.2 Good Governance\2.2.6 Program Support (Governance)

Number of sector assessments

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	other					environmental				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	1	1	1	1	-	-	-	-	-	-	-	-	-	-

2.2 Good Governance\2.2.6 Program Support (Governance)

Number of special studies

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	1	1	1	1

908

2.2.6 Program Support (Governance) narrative (no more than 1500 characters)

chars

Under the USAID Regional Governance Consolidation Program and Democratic Indicators Monitoring Survey (DIMS), program support focused on training personnel in operational research techniques to conduct surveys and operational research to inform program activities, and actually conducting these surveys and assessments. Information collected through the DIMS special study will continue to inform the design and implementation of good governance activities as well as other activities in the justice system, human rights, and political parties elements. Data from DIMS was and will continue to be used to measure the impact of USAID activities. In FY07, we completed all field survey research for the 2007 DIMS special study. In addition, to inform education activities under the governance program, we conducted an educational sector assessment in the three regions where the program is being implemented.

2.3 Political Competition and Consensus-Building\2.3.3 Political Parties

Number of Individuals who Receive USG-Assisted Political Party Training

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	Number of women					Number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
1,500	300	3,957	300	300	600	120	814	120	120	900	180	3,143	180	180

**2.3 Political Competition and Consensus-Building\2.3.3 Political Parties**

**Number of political parties and political groupings receiving USG Assistance to articulate platform and**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
7	1	8	1	8

**2.3 Political Competition and Consensus-Building\2.3.3 Political Parties**

**Number of USG-assisted political parties implementing programs to increase the number of**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
7	1	8	1	8

**687**

**2.3.3 Political Parties narrative (no more than 1500 characters)**

**chars**

In FY07, the program exceeded all targets established in the FY07 OP. Regarding individuals receiving political party training, 3,957 party representatives, political grouping representatives, and independent candidates were trained on political party strengthening topics including how to articulate platform and policy agendas effectively. This figure includes 814 women, 854 youth, 114 Afro-Colombians, and 95 indigenous persons. In addition, via a memorandum of understanding, the program is working with 8 political parties that are implementing programs to increase the number of candidates and members from underrepresented sectors.



### 3 Investing in People - Colombia

#### 3.3 Social and Economic Services and Protection for Vulnerable Populations

##### 3.3.1 Policies, Regulations, and

#### Number of social protection policy reforms drafted, adopted or implemented with USG support

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
14	4	17	4	4

752

#### 3.3.1 Policies, Regulations, and Systems narrative (no more than 1500 characters)

chars

1) Agriculture laws :agricultural subsidy law, national development plan law, rural development law;;2) land market access: improvement of registration of land ownership rights; adjudication of seized land; law 70/93, improved land titling and transfer. 4) rural finance law. Significant resources are being devoted to the development of policies, regulations, and systems that benefit Colombia's displaced and vulnerable populations. These activities include the formulation and implementation of policies related to land titling, restitution, and reform; financial sector reform, and national development plans, among others. In addition, work is being done to strengthen the systems needed to register and attend to the needs of the displaced.

## Number of evaluations

					process					results					impact					other				
2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
28	4	26	8	-	7	3	24	2	-	9	1	2	3	-	6	-	-	1	-	6	-	-	2	-

## 3.3 Social and Economic Services and Protection for Vulnerable Populations/3.3.2 Social Services

## Number of institutions with improved Management Information Systems, as a result of USG Assistance

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
31	3	91	3	-

## 3.3 Social and Economic Services and Protection for Vulnerable Populations/3.3.2 Social Services

## Number of people benefiting from USG-supported social services

					number of women					number of men					vulnerable children					other targeted vulnerable people				
2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
2,806,399	343,373	517,559	279,316	761,320	1,173,317	173,199	217,915	139,812	342,240	1,016,358	135,760	148,514	105,689	266,061	609,696	40,920	159,748	49,847	192,642	24,433	55,202	105,238	46,250	122,598

## 3.3 Social and Economic Services and Protection for Vulnerable Populations/3.3.2 Social Services

## Number of service providers trained who serve vulnerable persons

					number of women					number of men				
2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
4,010	340	2,491	440	-	2,450	212	1,351	262	-	1,560	128	1,140	178	-

912  
chars  
3.3.2 Social Services narrative (no more than 1500 characters)

- 1.Number of Evaluations: USAID's partners conducted numerous participative evaluations during the past year in order to solicit feedback from local implementing agencies in order to fine-tune future activities. This indicator will be dropped in FY08.
- 2.Number of Institutions with Improved Management Information Systems, as a result of USG Assistance:In order to help the GOC better plan, execute, and report on the assistance that is being provided to displaced families, all USAID implementing partners for IDP programs are required to contribute to the national registry for displaced people. In order to utilize the registry, they must have a modern information system that allows them to access and add information on their services and beneficiaries. This indicator will be dropped in FY08.
- 3.Number of Service Providers Trained Who Serve Vulnerable Populations:This indicator will be dropped in FY08.

## 4 Economic Growth - Colombia

### 4.2 Trade and Investment\4.2.1 Trade and Investment Enabling Environment

#### Number of customs harmonization procedures implemented in accordance with internationally

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
5	6	6	-	-

### 4.2 Trade and Investment\4.2.1 Trade and Investment Enabling Environment

#### Number of investment measures made consistent with international investment agreements as a

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
1	4	5	-	-

### 4.2 Trade and Investment\4.2.1 Trade and Investment Enabling Environment

#### Number of legal, regulatory, or institutional actions (not mentioned above) taken to improve

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
43	39	43	15	21

## Number of participants in trade and investment environment trainings

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	Number of women					Number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
35	250	4,416	212	3,500	20	130	2,915	107	2,310	15	120	1,501	105	1,190

## 4.2 Trade and Investment4.2.1 Trade and Investment Enabling Environment

## Number of public and private sector standards-setting bodies that have adopted internationally

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
3	8	1	3	-

## 4.2 Trade and Investment4.2.1 Trade and Investment Enabling Environment

## Number of USG supported training events held that related to improving the trade and investment

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
12	12	337	10	300

1477

## 4.2.1 Trade and Investment Enabling Environment narrative (no more than 1500 characters)

chars

During FY07, USG assistance helped bring 5 additional investment measures into compliance with international agreements, exceeding the target of 4. Support for customs harmonization met targets, implementing 6 procedures in accordance with internationally-accepted standards. One additional standard-setting institution (Colombian Institute for Technical Norms and Certification, ICONTEC) adopted international guidelines, although the USG also provided assistance to 7 additional institutions, which are expected to adopt international guidelines in FY08. No FY08 targets were set for the previous three indicators because the related USG assistance will conclude during FY07. The GOC enacted 43 new legal and regulatory actions resulting from USG support to improve compliance with international trade and investment agreements, surpassing the target of 39 for FY07, so the FY08 target is being increased from 15 to 21. Given election cycles, new reforms are expected to peak by mid FY08 with emphasis on consolidation of major reforms in the second half of FY08. Therefore the FY08 target is less than in FY07. The number of USG-supported training events during FY07 surpassed the target with 337 events (reaching 4416 participants), because the original target did not take into account the rapid progress in financial services, SPS, customs and labor, which required mc

inancial services, SPS, customs and labor, which required more directed training. The FY08 target for training participants has increased from 212 to 3500.

