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Washington, D.C. Consultations

April 2009



Mission's Traditional Objectives:

- Alternative Development
- Democratic Governance & Human Rights
- Internally Displaced Persons
- Demobilization, Reintegration and Victims

2001 – 2008: \$912 Million



Strategy Development Process

2008:

- May: USAID Strategy Off Site
- July/August: GAO Draft Report, GOC Strategic Leap Development and USG Interagency Working Group sessions
- September-November: Two Independent Counter-narcotics Assessments
- October 8: Ambassador's Country Team Retreat
- October – December: US Embassy develops "Colombia Strategic Development Initiative" (CSDI)

2009:

- CSDI Interagency Operations Designed
- GOC Strategic Leap Decree approved by President Uribe
- USAID Strategy Offsites produces draft Strategic Framework

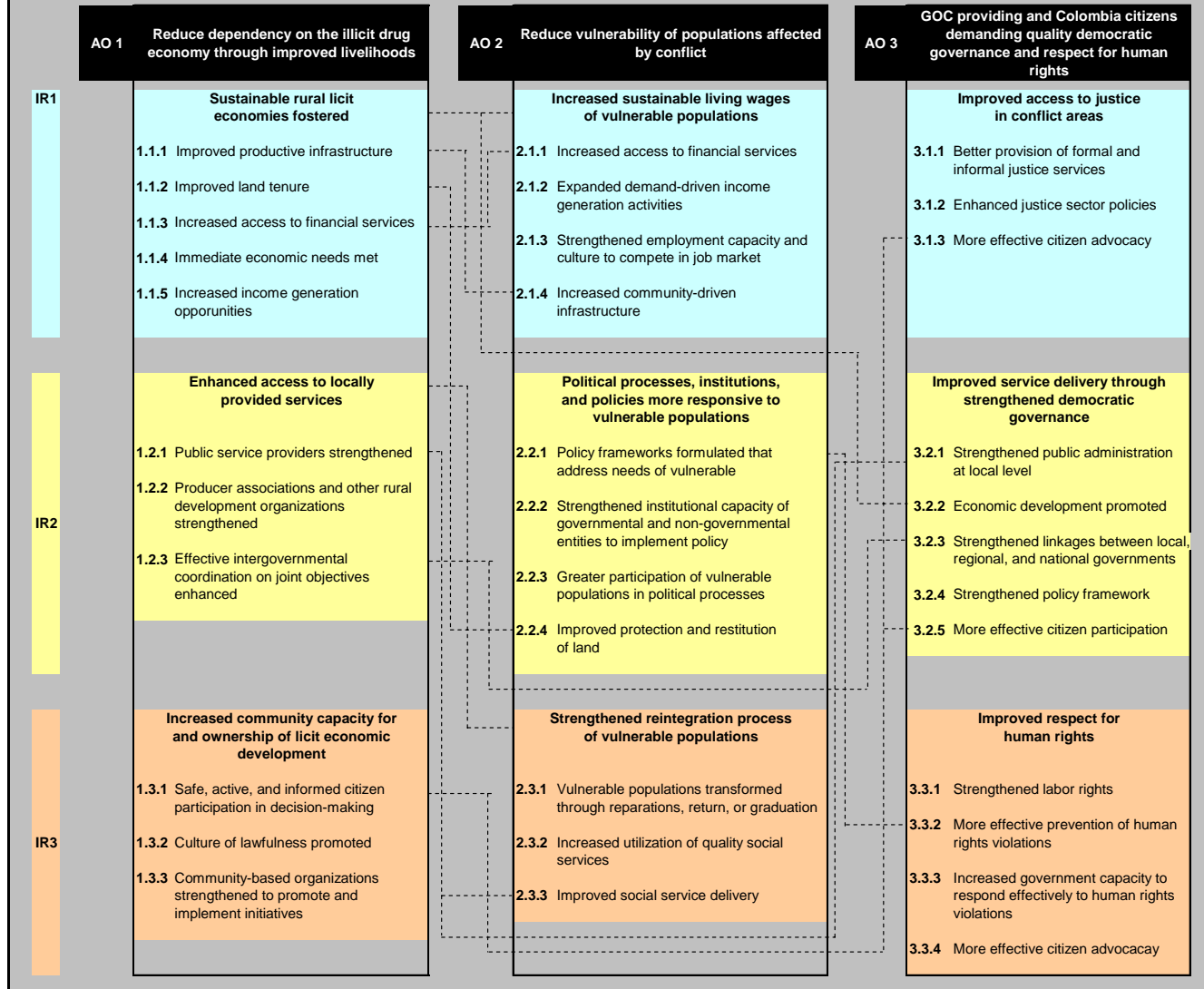


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USAID/Colombia Mission Strategy 2009-2013

Overall Goal: To Foster Governance and Active Citizen Participation to Promote a Coca-Free Economy in Conflict Areas in Colombia





Overview of AD Consultations Process

- 59 Colombian and international NGOs participated, which represented interests of another 100 organizations
- All parties described process as open, meaningful, and constructive
- USAID programs updated and new strategy designed using input from consultations process
- Current day-to-day dialogue is frank, honest, and respectful
- Next series of consultations begin in Summer 2009



Findings from Recent Counter Narcotics (CN) Evaluation

- **Security is required** for development
- Strengthening **state presence is crucial for CN Success**
- **Plan Colombia CN efforts have achieved localized success**
- More **integrated and geographically targeted implementation on coca clusters** would yield greater coca eradication and stabilization results
- The majority of **cocaleros want to leave coca even if faced with less income**, but they **need food security** and short-/medium-term assistance
- **Community solidarity contributes significantly** to the willingness of coca farmers to end coca cultivation
- **Flexibility and speed** are key to needs in field
- GOC's **zero illicit policy can create obstacle to economic development**
- **New indicators** of impact and success are required
- CN efforts must focus more on **balloon effect**
- **GOC must take ownership** of program within 5 years



Findings from Recent Catatumbo Region Assessment

- **Security** is a precursor for development
- Large USAID **AD investments have made eradication successes sustainable** across large geographic areas
- **AD projects that are too geographically diverse are less effective** than more investment in one geographic area
- Region as a whole has not reached “irreversibility” and **continued support is needed**
- **Aerial and other forced eradication** had a significant impact on coca cultivation but an **integrated approach is required**
- USAID’s African Palm **alianza investments have contributed to irreversibility** of legal economy in Tibu



Human Rights Program: Regional Inspector General (RIG) Audit and Independent Evaluation of USAID Human Rights Program

Both were completed in December 2008

Role of USAID RIG

- Audit and monitoring of funds and programmatic performance of USAID programs
- Binding recommendations to be implemented within a specific timeframe

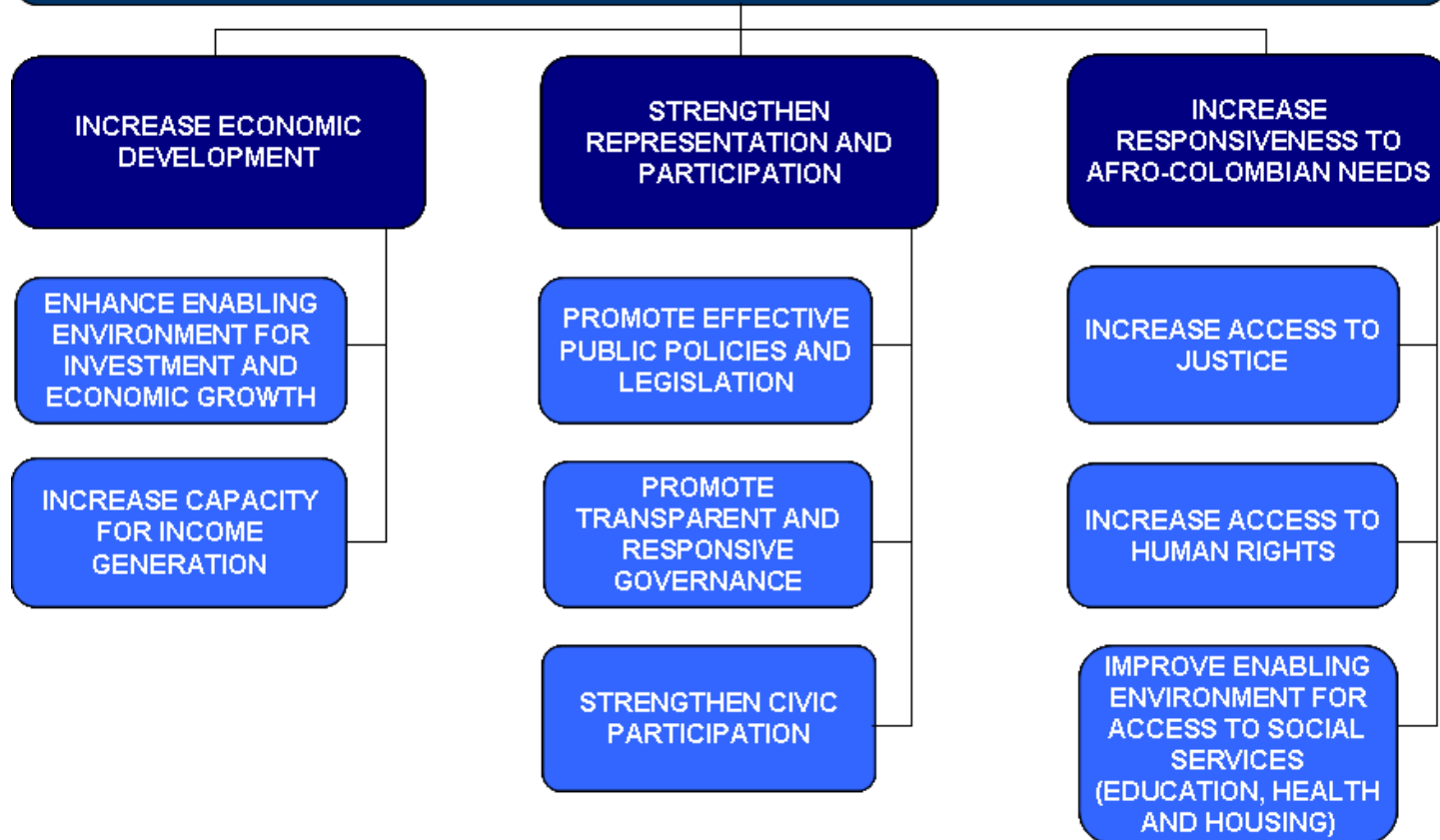
Recommendations focus on:

- Inter-institutional Committee for Early Warnings (CIAT)
- Early Warning System (SAT)
- National Human Rights Action Plan
- Communities at Risk Program



Afro-Colombian Strategy

GOAL: Foster improvement of the economic, political and social conditions of Afro-Colombians affected by conflict



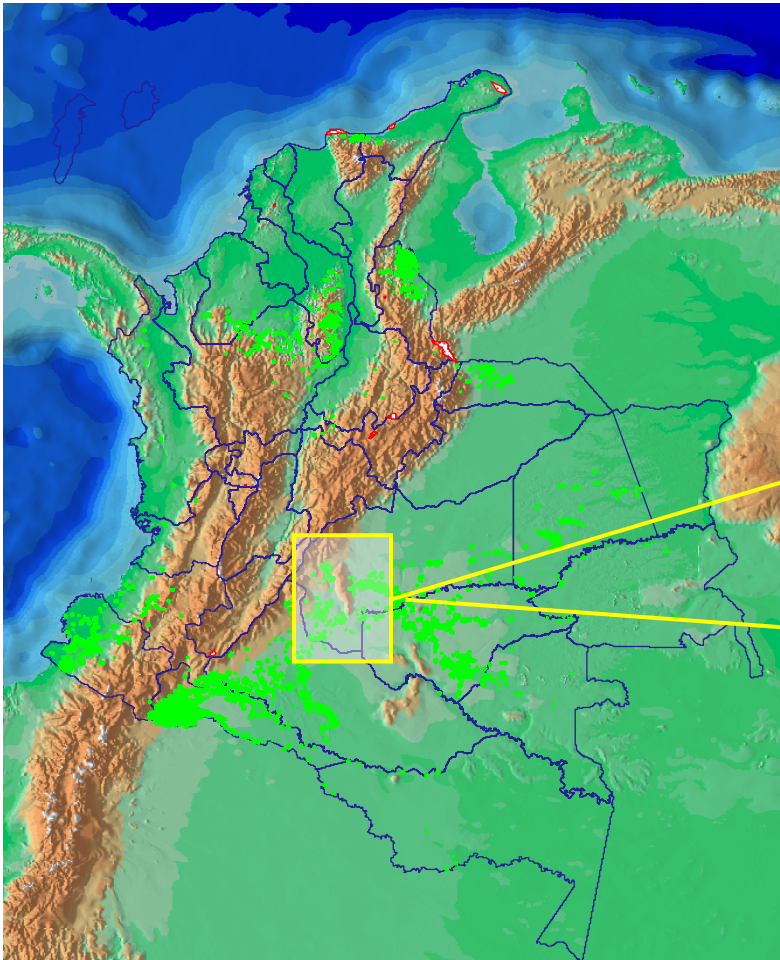


Pilot Plan de Consolidación Integral de la Macarena (PCIM)

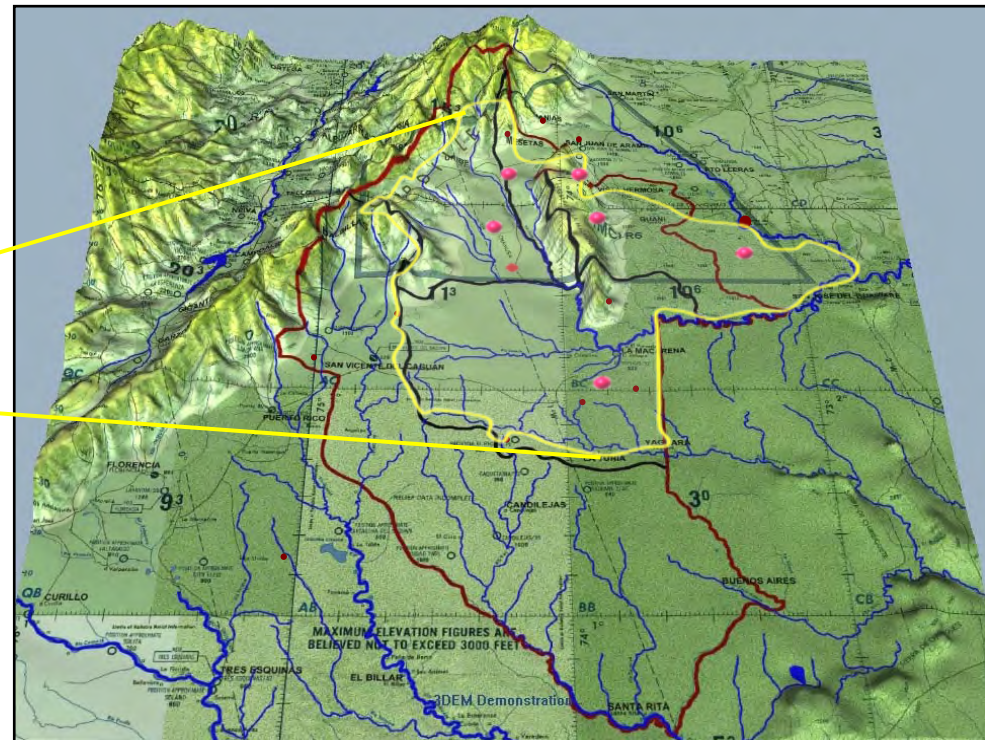
- First time implementing a **sequenced** and fully-coordinated government-wide effort to develop an **integrated rural development** strategy to **consolidate State presence**
- **Objectives:** Quickly demonstrate **civilian presence**, foster **community development**, manual and voluntary eradication of coca, and respond to citizen needs
- **Activities include:** Small-scale, quick-implementation, high-impact projects focused on providing social services and support for productive activities (planning and human resource support)
- Colombian led effort....USG in background
- Fusion Centers facilitate local leadership and regional approach
- Mission – OTI/W and 1207 Funding: FY07-FY09 totals \$14 million



General Area of the PCIM



Municipalities: *Mesetas, Uribe, La Macarena, Puerto Rico, Vista Hermosa, San Juan de Arama*





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**Macarena
Integrated
Consolidation
Plan**

Coordinated Action:

**Territorial
Security**

**Economic and
Social
Development**

Citizen Protection

to establish the following conditions

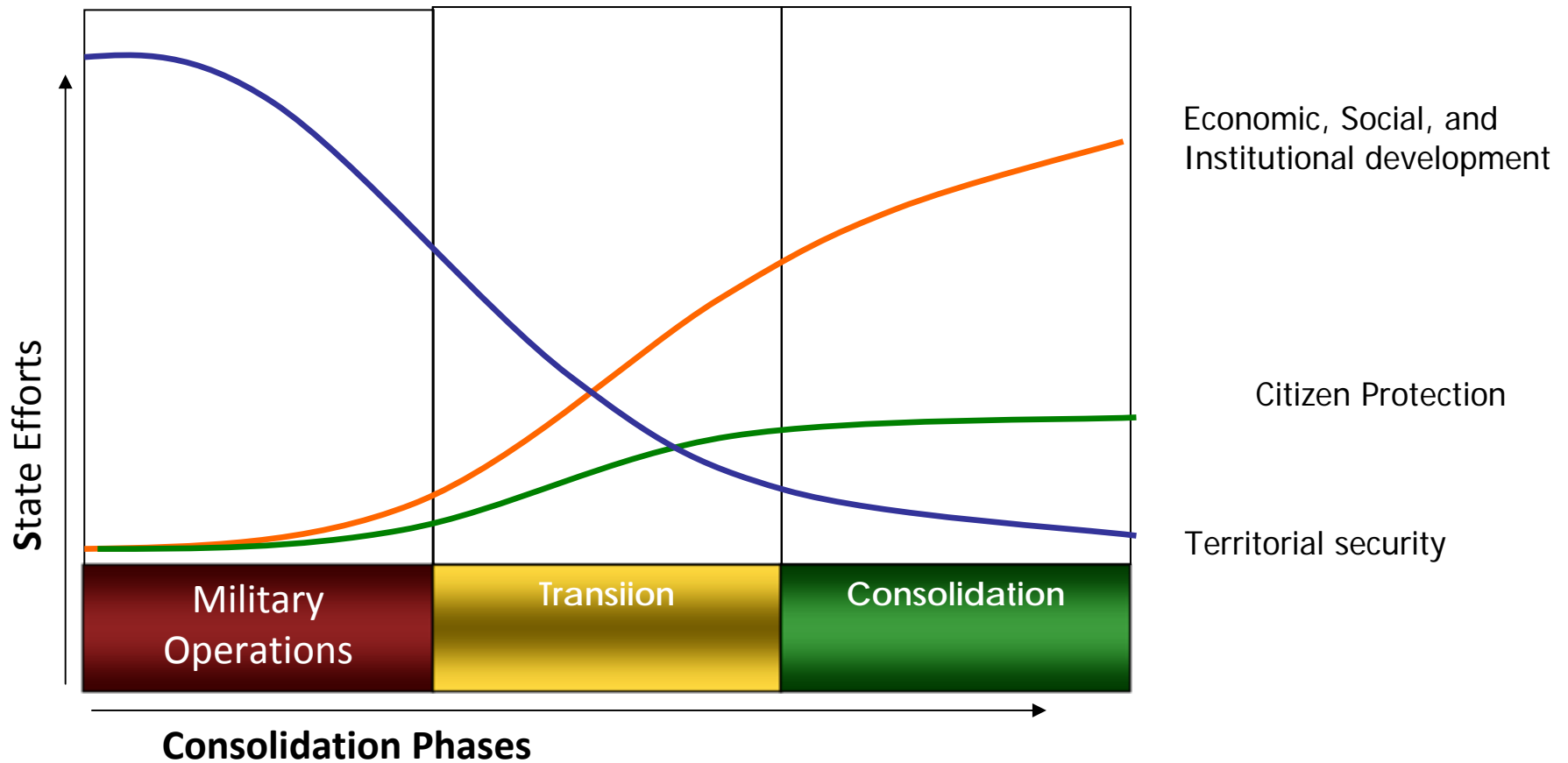
security, rule of law, governance, economic opportunities, social services that provide citizens confidence and local ownership over the development of their community



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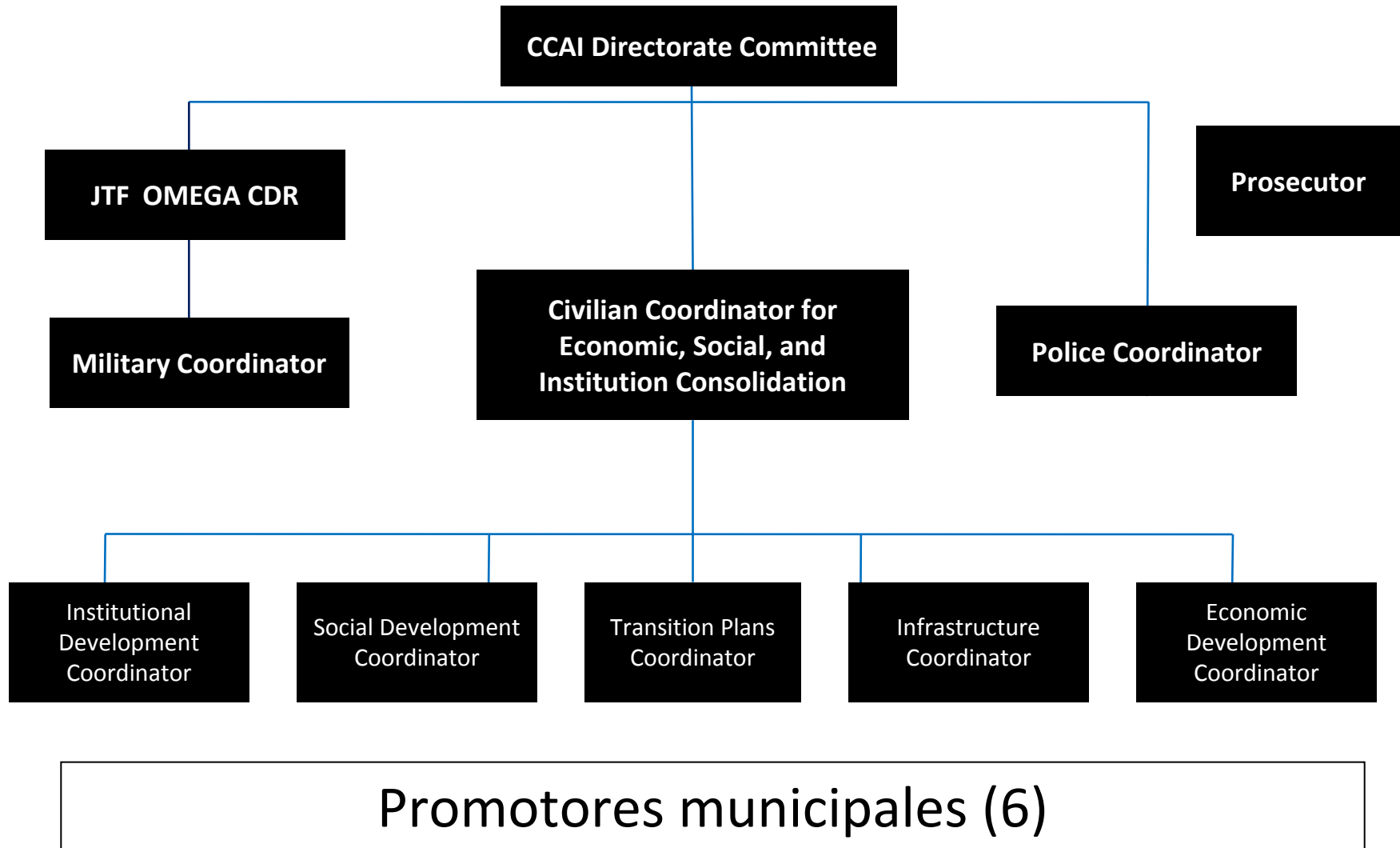
Coordination and Sequencing of Security, Citizen Protection and Development





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Advances:

- **9,000 hectares manually and voluntarily eradicated**
- **Less than 2.5% replanting**
- **More than 60% level of citizen confidence in the State**



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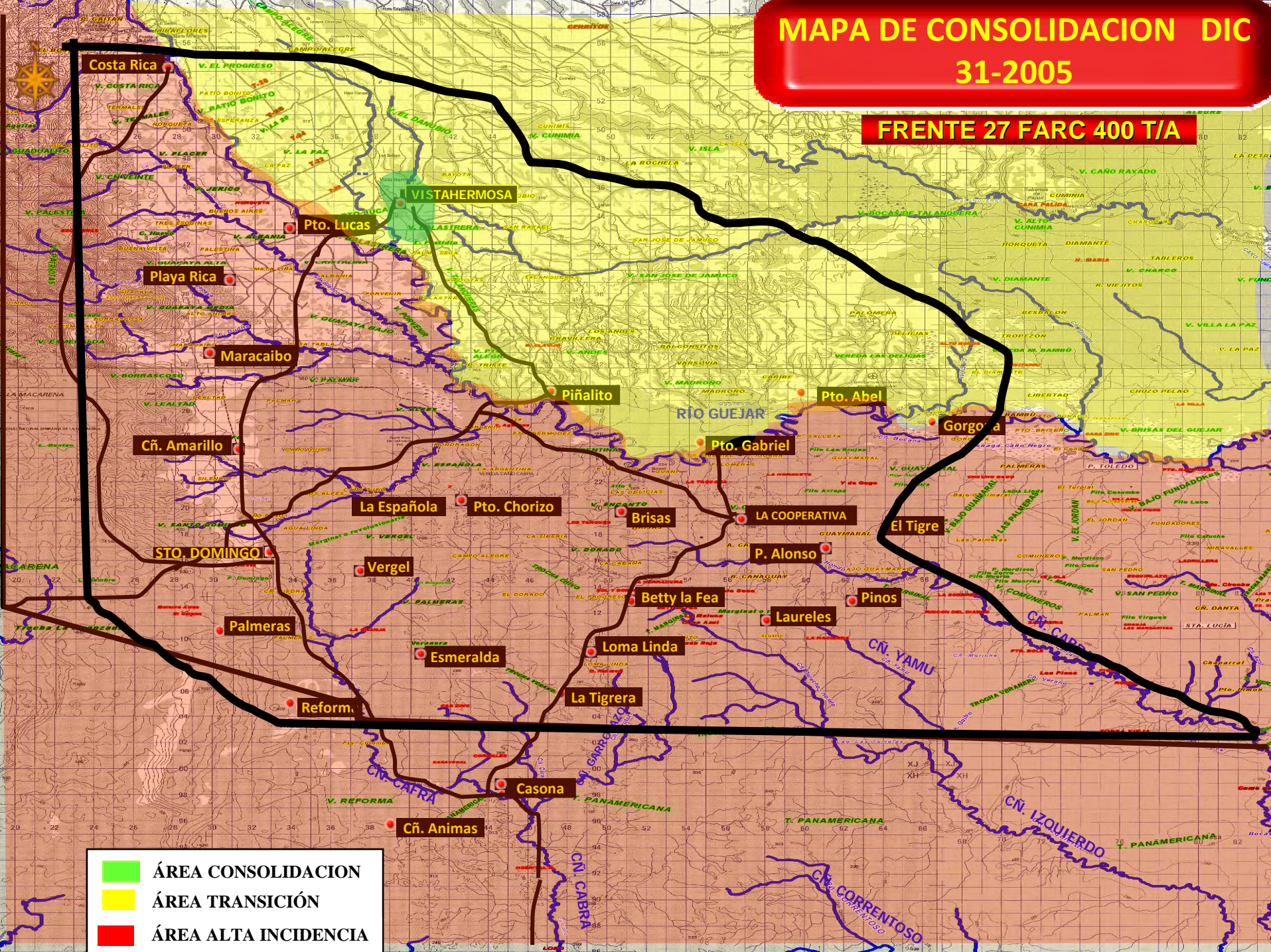
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Traffic Light System

Zone	PCIM Focus
Consolidation	State permanent presence, citizen confidence, opportunities
Transition	<ul style="list-style-type: none">• Citizen security• Immediate subsistence• Trust building
Recuperation	Security operations to recuperate territory from illegally armed groups

MAPA DE CONSOLIDACION DIC 31-2005

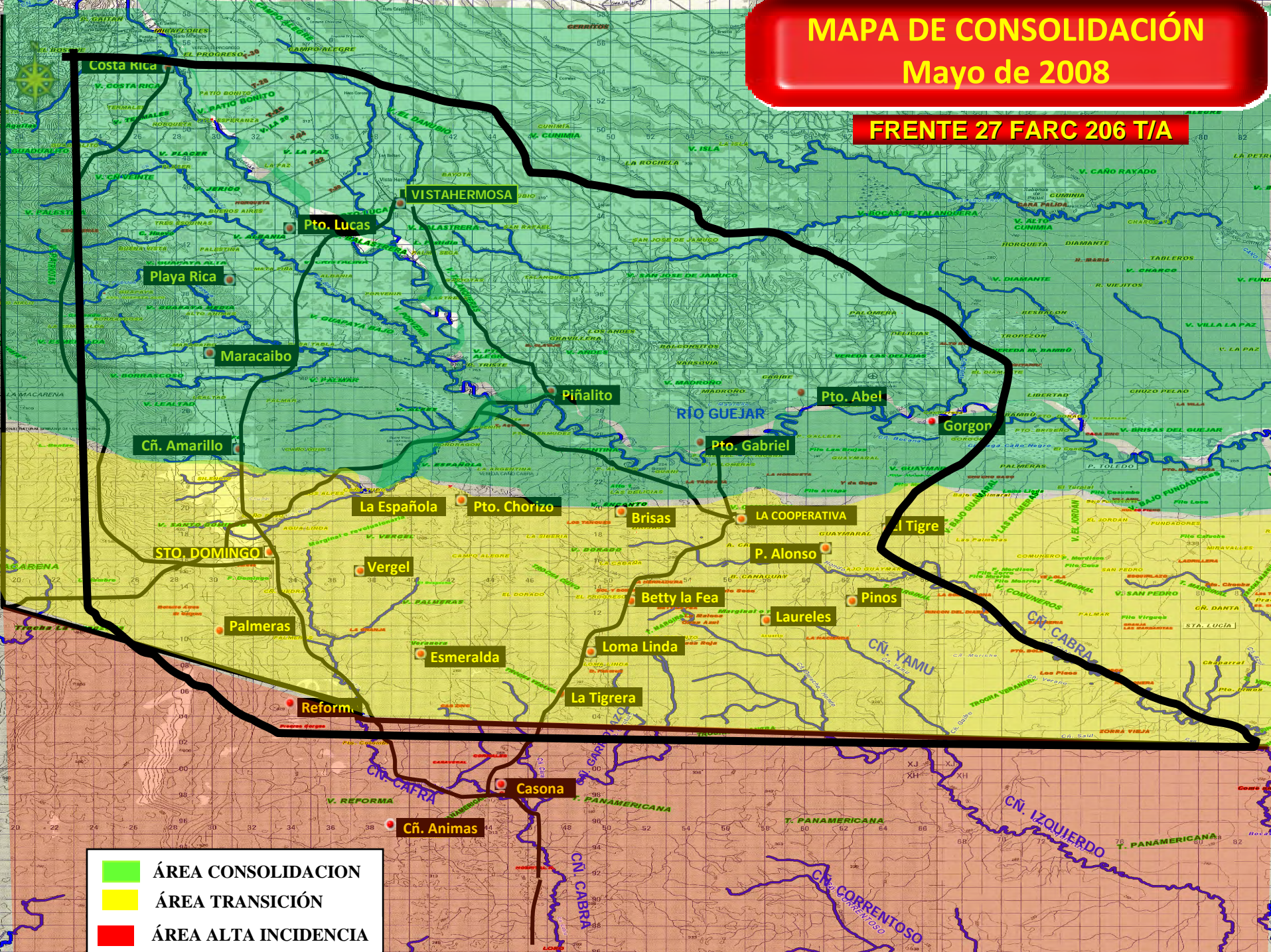
FRENTE 27 FARC 400 T/A



- ÁREA CONSOLIDACION
- ÁREA TRANSICIÓN
- ÁREA ALTA INCIDENCIA

MAPA DE CONSOLIDACIÓN Mayo de 2008

FRENTE 27 FARC 206 T/A

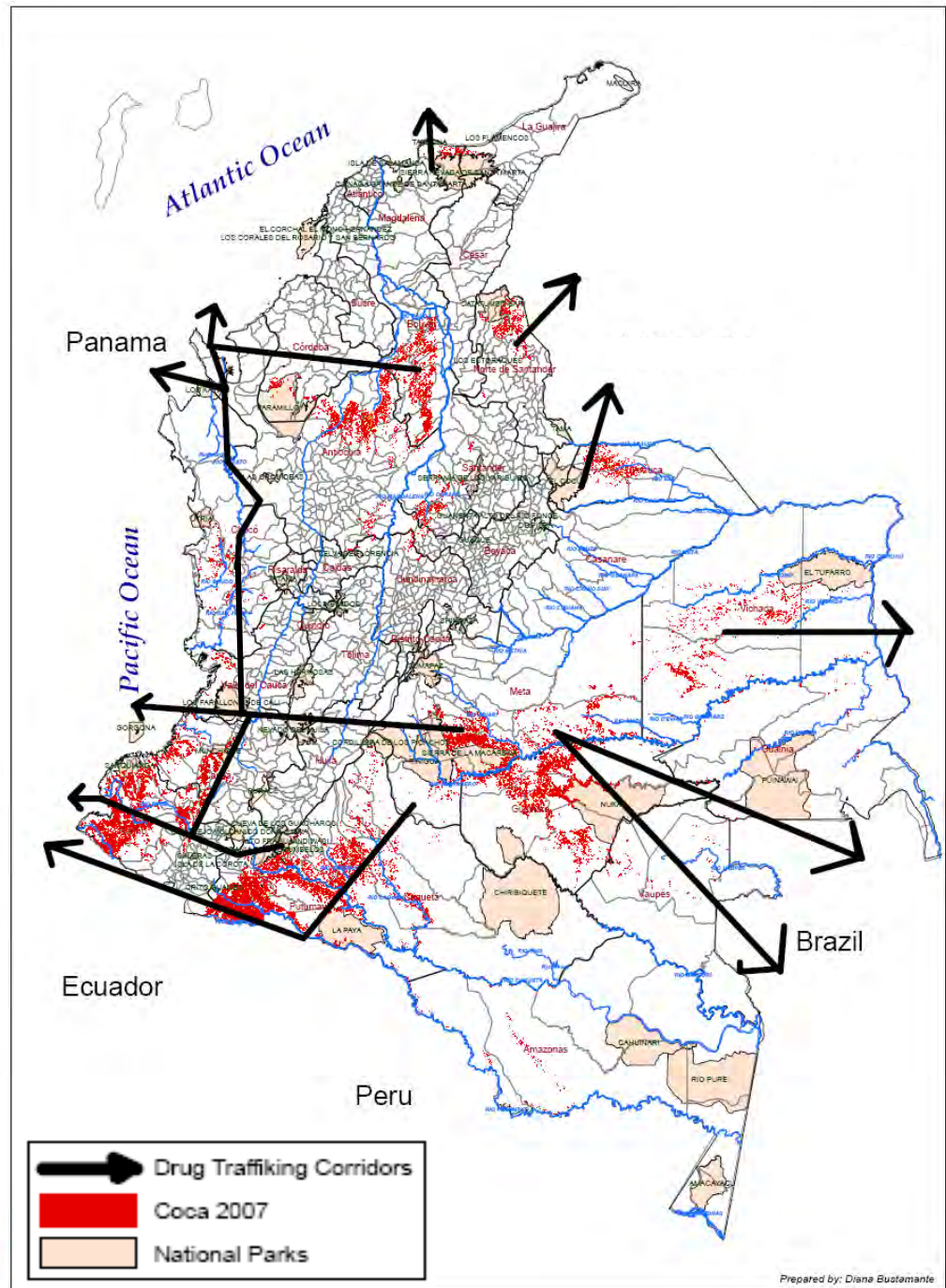


- ÁREA CONSOLIDACION
- ÁREA TRANSICIÓN
- ÁREA ALTA INCIDENCIA



Criteria for Geographic Targeting - CSDI:

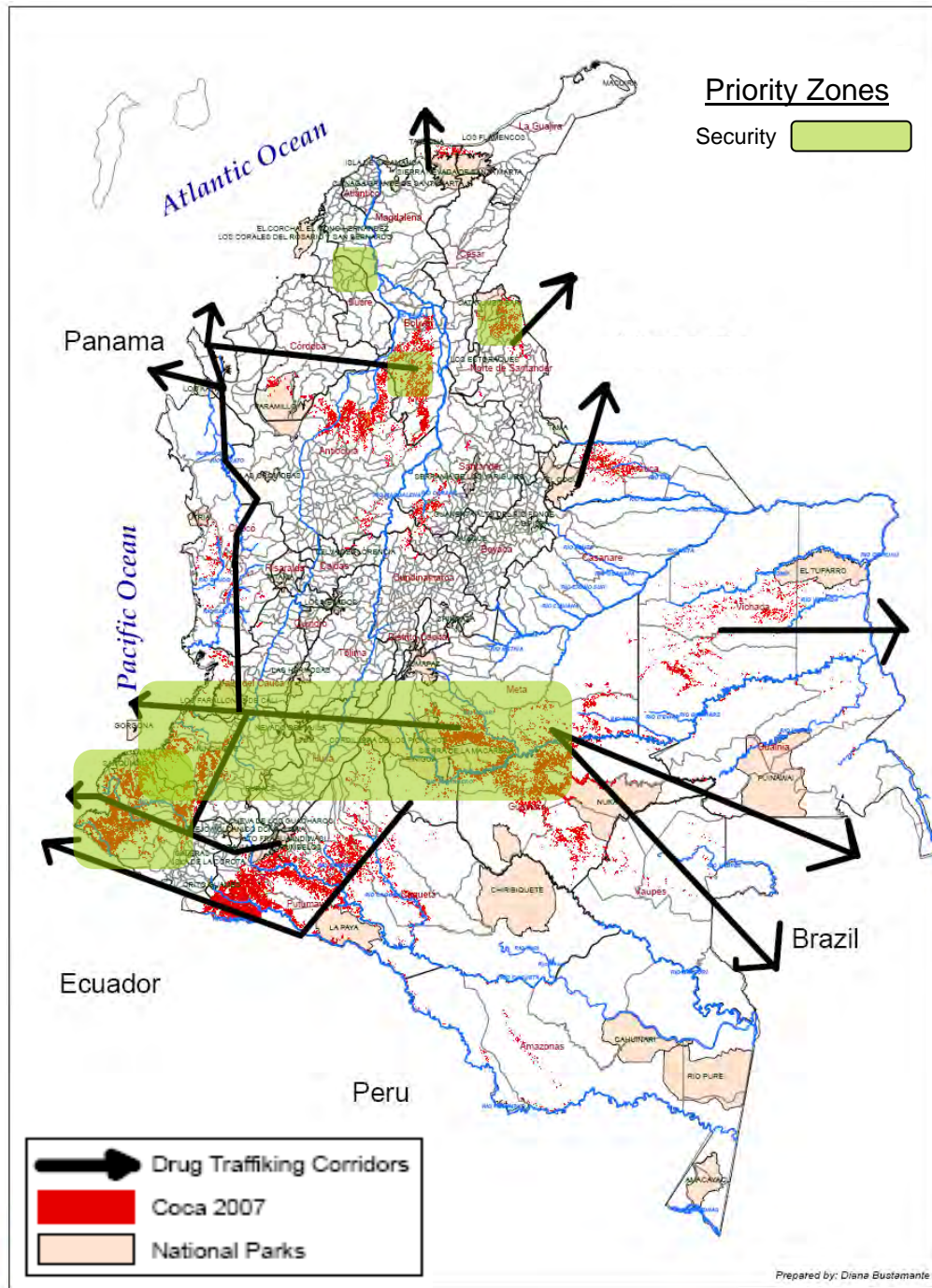
1. High Priority for GOC
2. Potential for Sustainable Security and State Presence
3. Coca eradication or interdiction
4. Economic and Social Viability
5. Humanitarian Needs





Drivers for an Integrated, Interagency Approach:

- **Security**
- Counter Narcotics
- Development

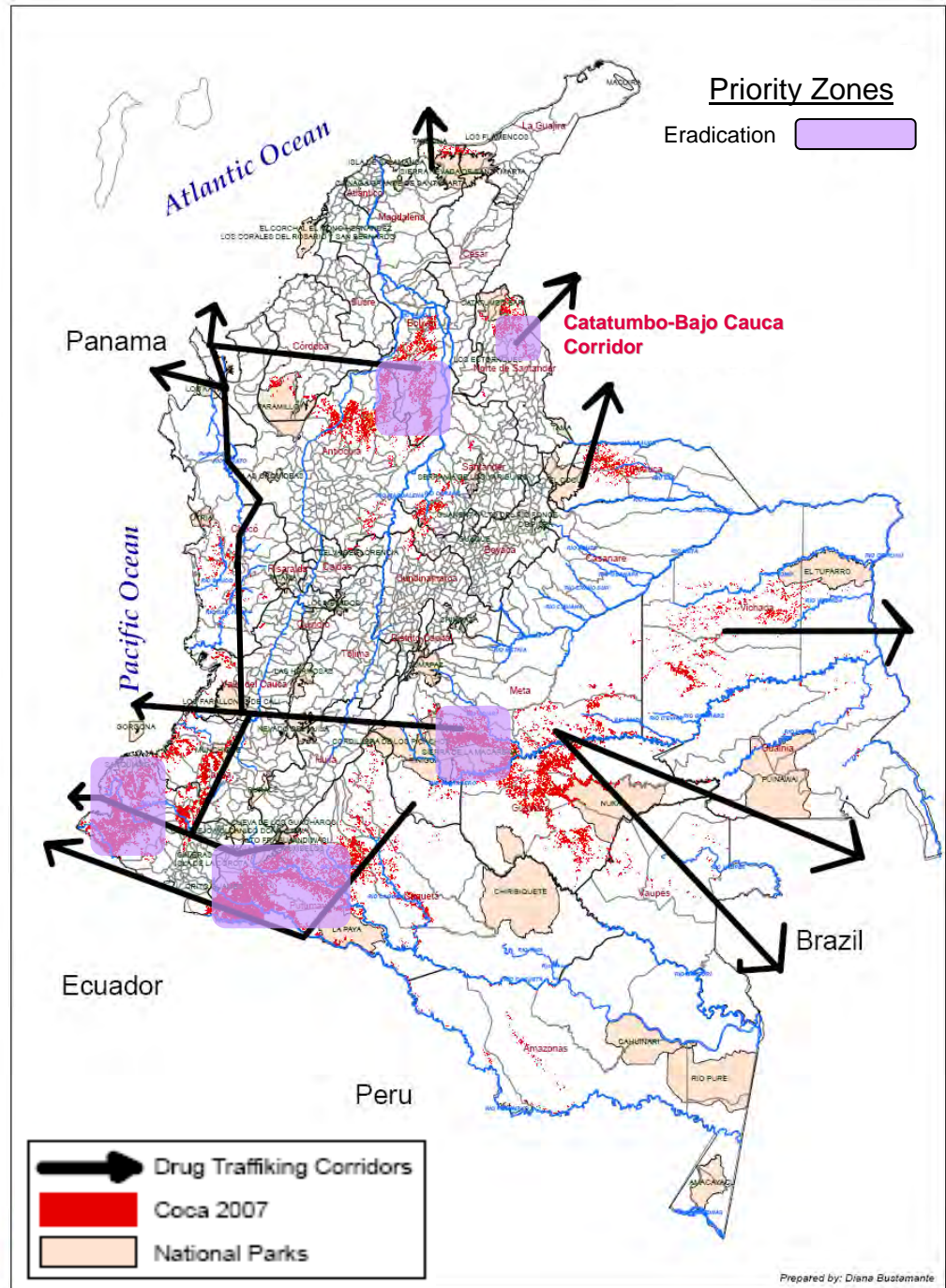


Prepared by: Diana Bustamante



Drivers for an Integrated, Interagency Approach:

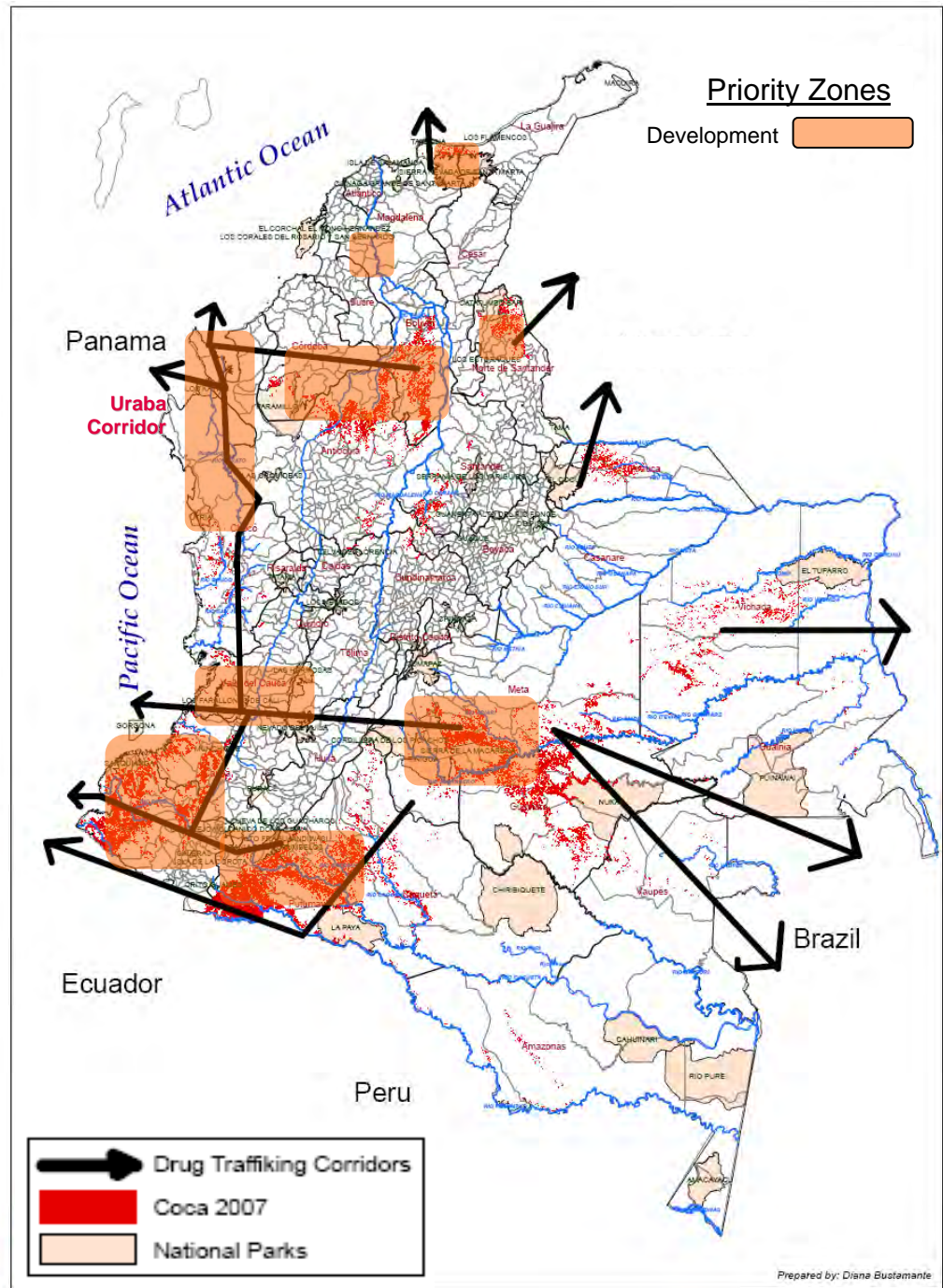
- Security
- **Counter Narcotics**
- Development

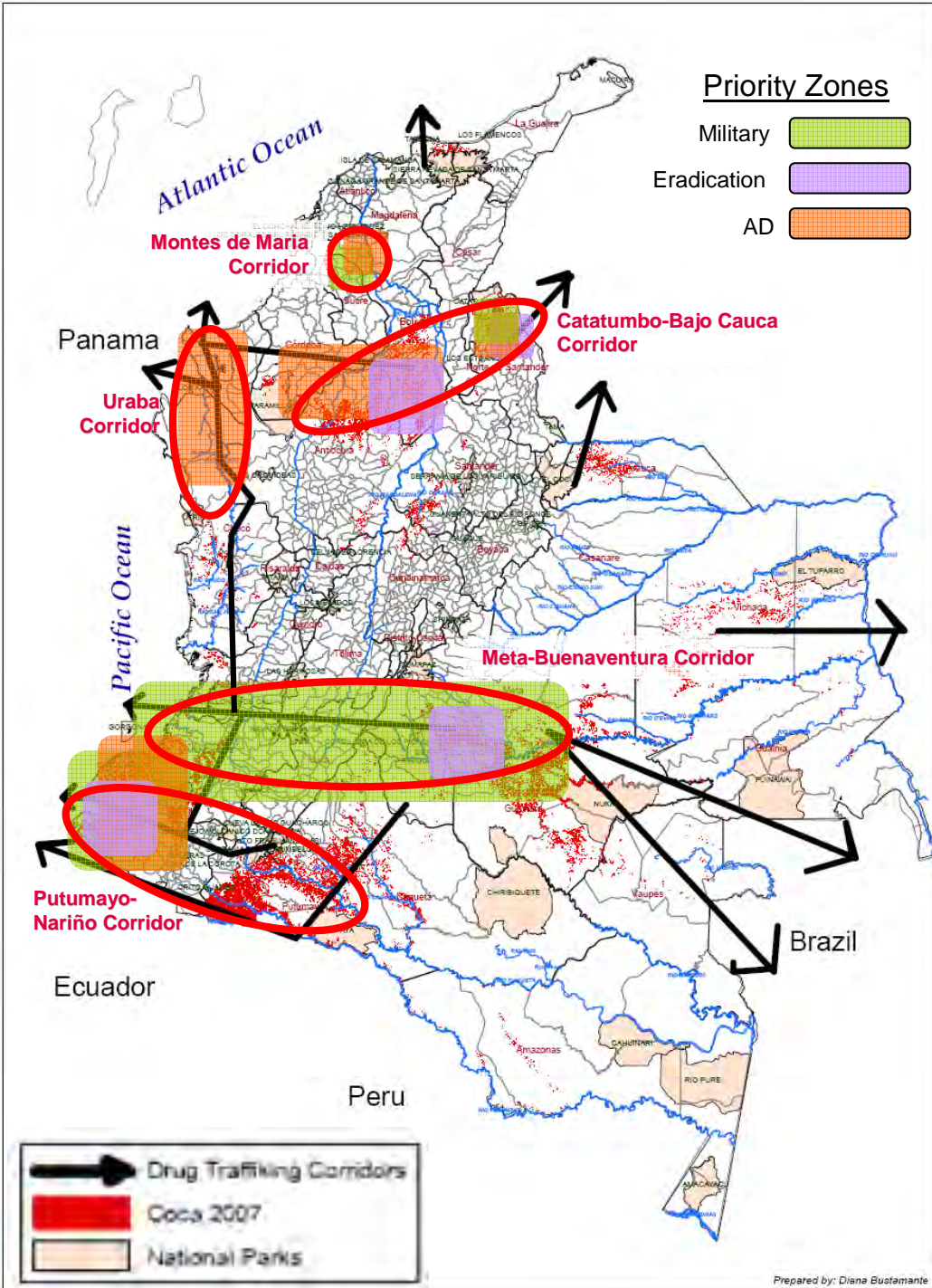




Drivers for an Integrated, Interagency Approach:

- Security
- Counter-narcotics
- **Development**







New structures and initiatives: Colombia Office of Conflict Management and Mitigation (CMM)

- Established in February 2009 to increase the coherence and integration of the mission's conflict and consolidation programs.
- Integrates demobilization and reintegration, victims and consolidation activities of the Office of Transition Initiatives (OTI).
- New office plays a key leadership role in the Colombia Strategic Development Initiative (CSDI) demonstrated in activities being planned for Montes de María which will use traditional assistance programs to achieve short and medium-term confidence building goals.



New Initiatives: Assistance to Victims

Statistics

- 204,671 victims have come forward to the Fiscalía under the J&P Law
- 215,428 victims have made Administration Reparation claims before Accion Social.
- 2,055 bodies have been exhumed. 495 remains have been delivered to families.

Mechanisms

- New USD \$ 4.5 million DR Victims' component to provide direct psychosocial and legal assistance, socio economic recovery to victims' families, orientation to state services and support the exhumation and delivery of identified remains of bodies.
- USD \$1.295 million for direct grants to **local** organizations to provide mental health services to victims of conflict in rural areas.



New Initiatives: Assistance to Victims

Civil Society

- Legal and psychosocial attention to victims through civil society network
- Assistance to NGOs to ensure proper case handling of Justice and Peace cases

Fiscalía Justice and Peace Unit

- Legal support to victims during deposition process
- 24-hour hotline (call center)
- Psychosocial assistance for persons receiving remains of missing family members

National Commission for Reparations and Reconciliation (CNRR)

- **Integrated attention models** in Antioquia, Arauca, Bogotá, Cauca, Córdoba, Guajira, Magdalena, Putumayo, Sucre and Valle.
- Design of a **victims database** and asset identification database in order to monitor reparations.
- **Consults** with victims and groups nationwide on GOC's Administrative Reparations Decree and the development of a **National Reparations Plan**.



Adult Demobilization and Reintegration

- Over 50,000 ex-combatants demobilized since 2002 – individual plans (31,638 Collectively & 18,702 individually demobilized)
- DR oversight support through MAPP/OAS -Mision de Apoyo al Proceso de Paz de la OEA.
- Design and implementation of Tracking, Monitoring and Evaluation System that currently
- Community - Oriented supported processes for receptor municipalities

Child Soldiers Programs

- 3,979 Child Soldiers assisted (295 Indigenous or Afro-Colombian).
- New 3 year USD \$8 million Child Soldiers program with emphasis on prevention of recruitment by illegal armed groups.
- Supports attention facilities and family and community reintegration



New Emerging Groups

“Don Mario’s” capture last week revealed that the number of rearmed is much larger than what the GOC initially thought. Don Mario claimed to have control over 5,000 armed and supporting individuals.

The Colombian National Police (CNP) identified approximately 9 new emerging groups with about 2,500 people, out of which up to 20% are estimated to be demobilized ex-combatants.

Nuevo Arco Iris estimated 10,000 members in the rearmed and emerging group.

The National Police has set up specialized groups to combat these new emerging groups which are largely located in drug production corridors and trafficking routes.

USAID is supporting the OAS Verification Mission to monitor the fluid situation and make recommendations to better combat these groups.

GOC’s TMES (Tracking Monitoring and Evaluation System) SAME monitoring and evaluation system currently tracks 92% of the demobilized in the reintegration program.



Extrajudicial executions

High priority for US Embassy – Interagency Working Group

GOC actions:

2007 Ministry of Defense (MOD) Directives established and MOD chaired committee which:

- Issued a directive to reward **capture/desertion**, expedited transfer of human rights cases from military criminal justice system to ordinary justice system, developed more effective rules of engagement and strengthened Inspector General's **role** in investigating such cases.
- Oversaw **dismissal of 27 officers** in Soacha case and **another 24 officers** since then.
- Ministry of Defense (MOU) outlines Colombian military's human rights doctrine

Next steps:

- Issue **Operational Handbook** with new rules of engagement/rules for use of force guidance on coop with judicial authorities, etc
- Develop new realistic, **scene-based training** incorporating new rules of engagement and rules for use of force
- Sign **MOU between Fiscalía and MOD** disaggregating procedures to facilitate civilian investigations of combat shootings
- MOD and Fiscalía create working group (ICRC support) to **establish protocols** on application of international human rights law, **precise instructions to first responders and access to evidence**



Human Rights Program: National Police Human Rights Efforts and Civil Society Dialogue with Ministry of Defense

Human Rights Policy of the Ministry of Defense

The project will focus on:

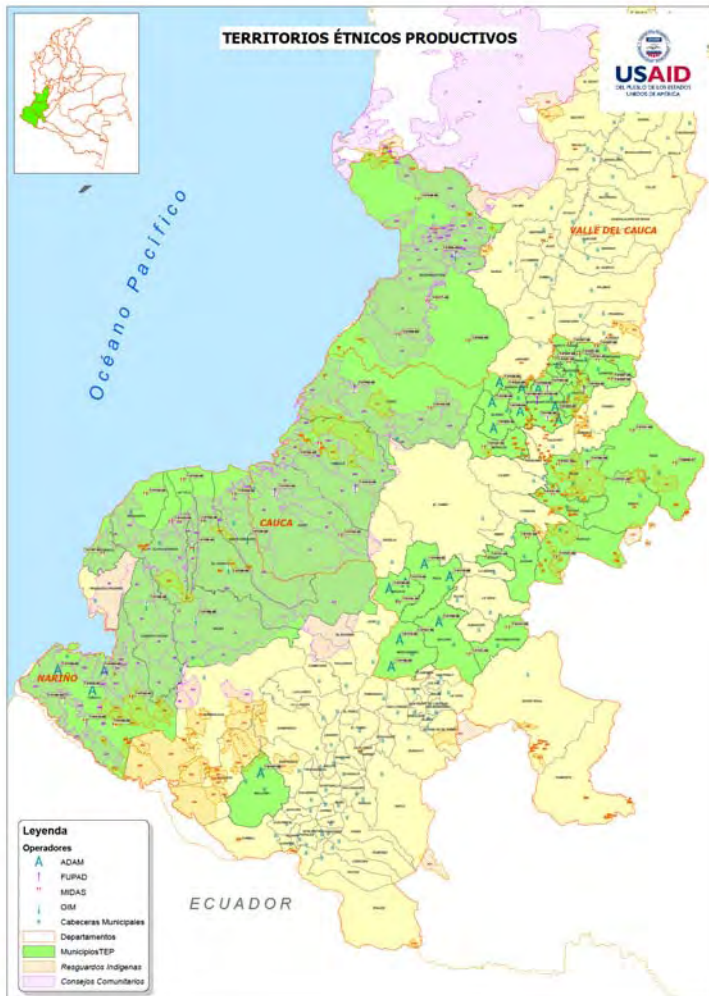
- Dissemination of the MOD Policy aimed at the general public, civil society organizations, and populations at risk, with emphasis on indigenous and Afro-Colombian communities.
- Promotion of **dialogue between civil society organizations and the MOD** based on the policy, in at least **eight regions** of the country.

Human Rights Efforts with the National Police

- Assistance to develop a **manual** and regulations on **use of force and firearms**
- Assistance to develop **training curriculum** for police officers, with emphasis on use of force and firearms, with emphasis on relations with Afro-Colombian and indigenous communities.
- Incorporation of **human rights strategies** into the National Police strategic plan.
- Promote **dialogue** between civil society and National Police at local level



New structures and initiatives: Productive Ethnic Territories (TEP)



- Three-pronged approach: Income generation
Food security, and Institutional strengthening
- Developed with indigenous and Afro-Colombian communities, local, departmental, and national government

Results

- 38 activities covering 118 *Consejos Comunitarios* and *Resguardos Indígenas* in three departments and 38 municipalities
- 17 products supported including cacao, quinua, and bananas
- Over 17,000 families will benefit
- More than US\$16 million leveraged funds



New Initiatives: Landmine Survivors & Persons with Disabilities

Colombia has the largest number of landmine victims in the world. Two Victims every day.

Colombia Landmine Survivors Support Program – 3 year 3.8 million – Leahy War Victims

- Mercy Corps in partnership with the Colombian Campaign to Ban Landmines
- Improved public policies and services; social and economic integration through income generation; and strengthened prosthetics and orthotics providers
- Beneficiaries: Six departments most affected: Antioquia, Norte de Santander, Nariño, Caquetá, Cauca and Meta

Opportunities for the Disabled - \$300,000 – 1 year CMM grant

- CHF in partnership with Fundación Arcángeles
- Social and economic reintegration of persons with disabilities who have been displaced. Expanded access to technological advances in prosthetics and orthotics devices
- Beneficiaries: 150 persons living in Bogotá



New Labor Programs

Labor Rights Activity managed by USAID Human Rights Program

Enhance respect for labor rights and unions among public officials, the private sector and public.

- Public information and outreach campaign
- Prevention of Violence directed against labor leaders and unionists
- Combating impunity in labor violence cases

Support to AFL-CIO Solidarity Center

- Promotion of legal reforms
- Core Skills Building
- Organizational reform and development

Labor Policy Reform Program managed by USAID Economic Section

- Strengthening risk-based Labor Inspection System
- Child labor eradication: improve policies and awareness
- Promotion and strengthening of labor rights: improved regulations and transition to oral justice system for labor cases



Land Policy Reform Program

Promote land policy development and improvement

- Land titling, tenure security for vulnerable populations
- Land restitution and property rights protection (displaced and victims)
- Land Protocol - Verifying the legal status of land tenure constitutes a crucial process for USAID to ensure that:
 - USAID projects do not involve land that has been acquired through pressures from armed groups or any type of violence.
 - Avoid the possibility of funding Illicit Activities and/or Terrorist Groups



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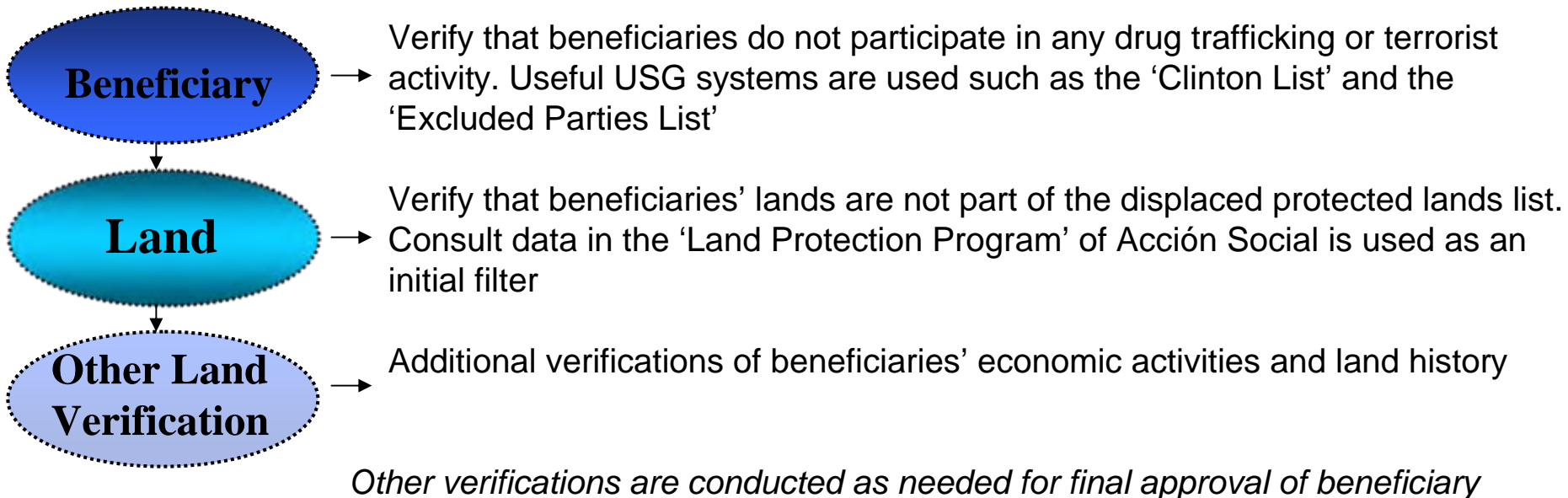
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Land Protocol

Verifying the legal status of Land Tenure constitutes a crucial process for USAID to:

- Ensure that USAID projects do not involve land that has been acquired through pressures from armed groups or any type of violence
- Avoid the possibility of funding Illicit Activities and/or Terrorist Groups

3 - Stage Verification Process:





Displaced Families and Other Vulnerable Groups

Since **2005**, more than 1,000 activities valued at over **\$120 million** carried-out in strategically important expulsor and receptor communities.

Activities have benefited more than 1.2 million Colombians, a large percentage of whom are Afro-Colombian or Indigenous.

What's new?

Increased focus on **prevention, returns, and decentralized early responses.**

Integrated approach that includes health, education, social infrastructure, housing, income generation, and community-level institution building.

Prioritization of **CSDI areas**, while still reaching **peri-urban** and other critical areas.

Increased capacity of GOC, **Comision de Seguimiento**, and other key actors.



Human Rights Program: Support to Defensoría (Ombudsman), Procuraduría (Inspector General) and the UN/OHCHR

Defensoría

Early Warning System (EWS)

- USAID supports EWS to continuously monitoring 22 regions for potential massive violations of human rights.
- Progress made to institutionalize the EWS. The national team is employed by the Defensoría and the regional team is financed by USAID. The GOC has been increasing its funding for the EWS and will cover 50% of its costs this year.

Comprehensive Attention to Victims

- Technical support for the Justice and Peace Unit 's attention to victims.

Procuraduría

- Earmark FY 2008 in the amount of \$3,000,000
- Projects in the prevention, intervention and disciplinary areas; attention to victims; and reparations.

United Nations Office of the High Commissioner for Human Rights (UN/OHCHR)

- From 2006 to 2008, USAID has provided over \$2 million to support activities of the UNHCHR. Funding to support a study on extrajudicial executions.