

USAID/Colombia
Operational Plan

FY 2006

June 15, 2006

Please Note:

The attached RESULTS INFORMATION is from the FY 2006 Operational Plan and was assembled and analyzed by the country or USAID operating unit identified on the cover page.

The Operational Plan is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document.

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Program Performance Summary FY 2005: Although progress has been made since President Alvaro Uribe Velez came to power in 2002, Colombia continues to face an array of inter-connected and complex challenges to its prosperity and stability. These include a decades-long internal conflict and violence conducted by illegal armed groups that is fueled by the production of illicit drugs; forced displacement of non-combatants; a lack of state presence throughout large sections of the countryside; significant disparities in income and opportunity (e.g. among Colombia's large Afro-Colombian population); weak democratic and civil society institutions and corruption. USAID seeks to address these deficiencies through its primary goal of helping reduce the production of illicit drugs and promoting peace. USAID, along with the national and local governments and other donors, is improving democratic-based institutions and policies promoting adherence to human rights; providing legal and sustainable alternative development opportunities; promoting economic and trade capacity-building policy reforms and supplying humanitarian assistance to citizens displaced by conflict and violence. Despite constraints, including poor security, USAID's programs performed well in FY 2005 and met or exceeded targets for most indicators.

Under the Uribe Administration, the Government of Colombia through its Democratic Security Program has made great strides in re-establishing state control throughout much of the country. The Colombian Government has also made advances in revitalizing the economy and combating corruption. In 2004, the Colombian economy grew at roughly 4%. Colombia's ranking (55) in the 2005 Transparency International Corruption index improved slightly from the prior year (60) and represents a gradually improving trend. Similarly, between 2003 and 2004, the country's human rights record improved significantly as the national homicide rate fell by 15%, and kidnappings fell by 35%. On average, terrorist attacks were down by more than 44% in 2004 (50% in some places) and by 57% for the 2002 to 2004 period. Also encouraging is the ongoing demobilization of thousands of paramilitary combatants.

Despite these noteworthy accomplishments, Colombia continues to face serious challenges. The nation is at a historic crossroads in terms of the potential for peace and positive development. Although Colombia's illegal armed groups have been weakened, and a demobilization process has begun, their presence and ability to exert violence against the state and civilians continues. Instability, insecurity, conflict and illicit crop cultivation all contribute to forced displacement of non-combatants, human rights abuses, diminished investment and disrupted markets. Coca and poppy cultivation has sprouted in new regions, democratic institutions - especially in rural areas - remain fragile, and thousands of rural Colombians continue to abandon their homes to escape guerilla and paramilitary violence. Numerous rural municipalities remain isolated by poor infrastructure and fragile institutions which only serves to exacerbate the dilemma. Further, Colombia's demobilization and reintegration process for paramilitary forces is expected to be completed by early 2006. Over 13,000 troops have "collectively" demobilized with the remainder (an estimated 7,000) expected to disband in early 2006. Besides the group demobilizations, over 8,000 individuals from the major illegal armed groups have laid down arms in response to the Colombian Government's desertion campaign. While a positive step towards peace, the successful reintegration of these ex-combatants and the reconciliation process will strain the public and private sectors in both tangible and intangible ways. Additionally, one of Colombia's major guerilla groups has made overtures to the Colombian Government which could result in even more demobilized individuals entering the reintegration process.

Colombia continues to face severe income disparities, poverty, and inadequate social services, especially among the country's Afro-Colombians, which make up some 26% of the population. For many Colombians, poverty remains a serious scourge and affects some 52% of the population. At an estimated rate of 80%, rural poverty is especially acute; the rate of extreme poverty is estimated at 42%. World Bank studies show that Colombia will require sustained economic growth of 4% through 2010 to reduce poverty to the levels recorded in 1995. This is especially challenging considering that the Uribe government has tightened fiscal spending and that foreign direct investment in 2003 fell to just under \$2 billion -- a decline of about one-half in relation to the mid-1990s.

The USAID program and key achievements for FY 2005: Since USAID initiated support for Plan Colombia in 2000 significant advances have been made in expanding state presence, strengthening Colombian democracy, creating licit economic opportunities and in providing assistance to the internally displaced. However, given the magnitude and complexity of challenges, much remains to be done. For FY 2006,

USAID is consolidating existing programs to accommodate the Mission's revised strategy, which runs through FY 2008. The Mission is integrating and focusing regional activities such as local governance strengthening, support to the internally displaced and alternative development projects into targeted areas within Colombia that most demonstrate economic potential, political will and capacity and that are affected by or vulnerable to illicit crop cultivation and violence. USAID is developing and implementing national-level economic policy and trade enhancement programs and deepening and broadening national democracy programs, namely justice system reform, human rights and anticorruption. Furthermore, USAID/Colombia will be engaging in a new program to assist in the demobilization and reintegration of ex-combatants.

The Mission obtained excellent results during FY 2005, in many instances surpassing established targets in each of its three program areas. With adequate funding, USAID/Colombia believes it can maintain its high level of productivity while responding to demands of the program.

The Democracy program seeks to fortify Latin America's oldest democracy through a multi-faceted strategy to protect and promote human rights, while preventing abuses; modernize the criminal justice system; strengthen local governance; increase government transparency and accountability; and support public and private sector peace initiatives. Since the inception of the program in FY 2000, USAID has made considerable advances in all five program areas. For example, USAID assistance was instrumental in the creation of an early warning system to prevent massacres and forced displacement. In FY 2005, 68 risk assessments and six alerts were issued through this system. This system is saving lives: in FY 2005 the early warning system is estimated to have prevented some 79% of potential massacres and 17% of forced displacements that could have otherwise occurred had the system not been in place. USAID has set up justice houses throughout the country to facilitate legal services for the poor and the marginalized; the 40th was established this past year. These justice houses have set an example: national and decentralized ownership is increasingly manifested as major cities step forward and commit their own resources to replicate this successful model. For example, Bogota is independently financing construction of up to 20 new justice houses over the next five years. USAID has helped establish internal control standards in 26 key government agencies to promote transparency and accountability; the model is now mandatory for all GOC entities in the executive branch. Equally important, the needs of Colombia's large Afro-Colombian and indigenous populations are now being addressed in a more concerted fashion with services specifically geared in some justice houses to meeting the needs of these groups. Local governance activities, such as support for the Third Annual Afro-Colombian Institutional Strengthening Conference attended by hundreds of mayors and representative of NGOs, also increased focus on Afro-Colombian organizations.

The Alternative Development program focuses on reducing the production of illicit crops by encouraging small farmers and others involved in or affected by illicit activities to join the legal economy through alternative crops, commercial forestry, infrastructure projects and strengthened local governance. In 2005, USAID/Colombia exceeded its target for the number of hectares of licit crops supported under the program: the Mission achieved 110% of the planned target of 19,270 (or 47,600 acres). More than 320,000 people (or 64,000 families) benefited from USAID/Colombia's Alternative Development program. Individual projects funded under the agribusiness partnership program generally leverage eight to ten dollars in private investment for every dollar of USAID resources. During FY 2005, local government and municipal development activities continued providing comprehensive training, technical assistance and co-financing of 78 new community infrastructure projects for a cumulative total of 263 municipalities. Under the forestry program, USAID helped develop a new forestry law for Colombia, and the area of commercial forests under approved management plans reached approximately 81,000 hectares. The two year old enterprise development program has been working with more than 800 small and medium businesses and is on track to generate a total of 12,000 new jobs by end of FY 2006.

To complement the Alternative Development program, USAID is expanding its initiatives to bolster Colombia's trade capacity under the Andean Trade Promotion and Drug Eradication Act (ATPDEA), as well as to allow Colombia to effectively implement and take full advantage of the income, employment, and export opportunities associated with the impending Andean Free Trade Agreement with the U.S. In this regard, USAID is working strategically with the GOC to put in place the policy and institutional

preconditions necessary to place Colombia on a sustainable, long-term growth path while simultaneously working intensively with Colombia's vibrant private sector to maximize private sector investment and employment creation. USAID conducted more than 60 civil society outreach seminars related to FTA negotiations which in turn helped create 27 local permanent self-financed committees that focus on internal policy reforms. Further, Colombia's Minister of Finance endorsed USAID's proposal for the development of a comprehensive tax policy reform, which the President intends to roll out in 2006, as well as a customs reform initiative in FY 2005.

The Internally Displaced Persons (IDP) program works in close coordination with the Government of Colombia and other international and local organizations to relieve the plight of over two million internally displaced persons who are victims of the country's armed conflict. The existing demand for social services for this group continues to exceed available resources that are provided by the GOC; the crisis still requires strong USAID involvement. USAID supports various activities, including: health care, education, income generation, housing, small community infrastructure and institutional strengthening. In FY 2005, USAID's IDP program exceeded its annual target of benefited persons by more than 200%, reaching 584,046 people. The program also helped to reintegrate former child combatants into mainstream society (in FY 2005, 556 child ex-combatants participated in the program).

In addition to child ex-combatants, USAID also provided technical assistance to strengthen the design and verification process of the GOC's reincorporation program for former illegal adult combatants. If the Colombian government is able to sign and implement wide-reaching demobilization agreements with irregular armed groups besides the Autodefensas Unidas de Colombia (AUC) paramilitaries, then a demobilization and reincorporation program should potentially provide assistance to approximately 40,000 combatants. Momentum for collective demobilization increased in FY 2005; over 13,000 paramilitary members demobilized and some 7,000 more are expected to lay down arms by early 2006. As a result, and with the resolution of U.S. Government policy and legal issues, USAID plans to greatly increase support for demobilization and reintegration of ex-combatants, including children, in FY 2006 through a new Strategic Objective.

USAID/Colombia's Integrated Programming Approach: Under the revised strategy, the Mission portfolio presents a strategic set of interrelated and mutually reinforcing programs and activities that will help remedy, on a sustainable basis, many of the root causes of Colombia's problems. USAID's programs are designed to help strengthen the Colombian state, reinvigorate the economy, and build social capital in order to enhance overall prospects for achieving greater stability in a country and region vital to U.S. national interests and security. Complementing the three primary strategic objectives mentioned above, the Mission's cross-cutting themes include: support to civil society, support to Afro-Colombians, anti-corruption and "Colombianization" of our assistance programs (that is, increasing the capacity of Colombian governmental and non-governmental organizations to address social and economic issues). All programs under each strategic objective are designed to be complementary and create greater program synergies. For example, programmatic support to vulnerable communities, addressed under the alternative development portfolio, complements direct assistance efforts under the displaced persons portfolio. Similarly, justice reform efforts under our democracy portfolio are designed to complement legal issues surrounding demobilization initiatives. The alternative development programs further complement the Demobilization, Disarmament and Reintegration program, which aims to reintegrate ex-combatants into mainstream Colombian society. Furthermore, the Mission's economic policy and trade capacity-building efforts are specifically designed to influence the enabling environment that will allow the products generated through the alternative development programs to better compete in national and global markets.

Challenges/Effectiveness: USAID/Colombia has faced a challenging year on several fronts which are cause for both concern and optimism. The Colombian Government continues to face the ongoing internal conflict and violence head-on. However despite robust efforts, conflict continues to affect the efficacy of USAID/Colombia's initiatives. For example, recent attacks by illegal armed groups in the Putumayo region of southern Colombia disrupted power as well as production and supply chains of the Mission's alternative development programs there. Such attacks further strain the government's and the Mission's efforts to support those displaced by violence and intimidation. The upcoming national elections -

controversial for allowing President Uribe to run for a second term - may trigger additional violence in the coming year. In addition, the Colombian Government is proceeding with its demobilization program, which remains under-funded and thus at risk. Despite these challenges, the Colombian Government continues to pursue a peaceful solution to the conflict. The peace talks remain vulnerable to the threat of ongoing violence, the elections process and their outcome and the ultimate success of the demobilization and reintegration process. Colombia continues to confront the problem of high rates of poverty and unequal distribution of income. The Colombian Government, however, remains engaged in talks for the Free Trade Agreement which, once ratified and implemented, will help increase economic opportunities and competitiveness for all Colombians, including the poor. Finally, at the Mission level USAID/Colombia faced internal operational challenges in FY05. The Mission enters a revised phase of its strategy for FY06 and during the previous year the Mission faced a number of transition issues. With the exception of several national-level programs, USAID is now focusing its resources in six key regions of Colombia to better leverage results and program synergies. This geographic concentration has presented new challenges to the Mission. Finally, USAID/Colombia and the GOC are facing political pressure to deviate from the agreed-upon regions and the shift to larger implementation mechanisms has added to the Mission's workload.

Gender: For USAID/Colombia, gender remains a critical lens through which programs and activities are designed, targeted and implemented. The internal conflict and violence that plagues Colombia has led to the creation of many single-parent households largely headed by women. Causes include loss of a spouse through conflict or families split apart as they flee violence. Such conditions create both economic and social challenges for Colombia, including the added challenge of women facing the traditional cultural norm of being considered second-class citizens in a male-dominated society. The Mission is therefore responding to the changing traditional gender roles in the displacement experience. For example, when families are displaced to the large cities it is the woman that often becomes the breadwinner, which affects the traditional family dynamics of the rural family structure. Toward that end, the Mission works equally with both the men and women on gender issues to address the shifting social dynamics. Given these evolving social changes, beginning in FY 2006 USAID/Colombia is revising methods to provide disaggregated data that better measures gender differences across the entire program portfolio.

FY 2006 Program
SO: 514-007 Strengthened Democratic Governance

Promote And Support Anti-Corruption Reforms

Promote and Support Anti-Corruption Reforms (\$3,100,000 ACI). USAID is providing technical assistance to 80 GOC entities to strengthen internal controls, implement ethics management standards, and develop information and communication systems. Approximately 265 citizen oversight groups are being strengthened through training, and financial and technical assistance. USAID supports a broad-based representational, participatory and accountability program, including strengthening citizen oversight strategies with private sector contributions. Prime implementer: Casals & Associates.

Protect Human Rights

Protect Human Rights (\$8,700,000 ACI). USAID is providing technical assistance to strengthen human rights by supporting state and civil society organizations. Funds are being used to support efforts to prevent human rights abuses, such as the Early Warning System; enhance protection provided by civil society and the government entities; and strengthen human rights public policy implementation and civil society organizations. In addition, USAID continues to implement several of the United Nations High Commissioner for Human Rights recommendations. Prime implementer: Management Sciences for Development and others to be determined through a competitive process.

Strengthen Democratic Political Parties

Strengthen Democratic Political Parties (\$1,600,000 ACI). USAID is providing technical assistance to increase citizen participation by strengthening political processes and political reform efforts in Colombia. Activities focus on increasing responsiveness to previously disenfranchised constituent groups and strengthening of internal transparency and accountability practices. Technical assistance will also be provided to assist citizens groups on voter education and promote transparent democratic processes. Prime implementers: National Democratic Institute and International Republican Institute.

Strengthen the Justice Sector

Strengthen the Justice Sector (\$6,100,000 ACI). USAID is providing technical assistance and training to implement the new Criminal Procedures Reform; strengthen court administration and management; increase access to justice (especially for underserved rural, conflict affected, indigent and/or ethnically marginalized populations); and enhance civil society's roles in justice reform and modernization. Technical assistance is also helping institutionalize training units for the Public Defenders and Office of the Inspector General. Funds are being used to establish additional justice houses and to refurbish and equip courts, public defense offices, and Judicial Service Centers that conform to the requirements of the new accusatory system. Prime implementer: Checchi & Company, DPK Consulting, and others to be determined through a competitive process.

FY 2007 Program
SO: 514-007 Strengthened Democratic Governance

Promote And Support Anti-Corruption Reforms

Promote And Support Anti-Corruption Reforms (\$4,200,000 ACI). USAID plans to promote participatory, representative and transparent governance by supporting the GOC and civil society in implementing the National Anti-Corruption Policy launched in 2005. Technical assistance will be provided to strengthen civil society's capabilities regarding oversight of public spending and promoting participatory budgeting at regional levels. Prime implementers: to be determined.

Protect Human Rights

Protect Human Rights (\$8,800,000 ACI). USAID will continue strengthening fundamental human rights in Colombia, focusing on the most conflictive regions. Constructive policy dialogue between the GOC and civil society in the areas of prevention, protection and response is a high priority. Technical assistance is planned to be used to strengthen prevention mechanisms, such as the Early Warning System; increase protection by supporting the Ministry of Interior and Justice protection and communities-at-risk projects; and strengthen state entities dealing with human rights public policy implementation and civil society organizations. Funds will also be used to provide technical assistance to strengthen civil society organizations' capacity to ensure the GOC adheres to minimum human rights standards and increases protection of highly vulnerable groups. Prime implementers: to be determined.

Strengthen Democratic Political Parties

Strengthen Democratic Political Parties (\$1,600,000 ACI). USAID seeks to strengthen the political party system from across the political spectrum in Colombia to ensure democratic, representative and responsive organizations. Technical assistance is planned to strengthen political party's ability to improve two-way constituent communication and internal organization and improve outreach to marginalized groups strengthening civic participation. Technical assistance is also planned to strengthen local party structures, with particular focus on the social and political representation of Afro-Colombian and other ethnic communities. Prime implementers: to be determined.

Strengthen the Justice Sector

Strengthen the Justice Sector (\$5,100,000 ACI). USAID plans to continue assisting in justice modernization and oral accusatory system reform in jurisdictions such as Medellin, Cali, Buga and outlying areas. Technical assistance will be used to expand and strengthen provision of justice services through additional Justice House and conciliation programs and by training justice sector actors such as public defenders and personnel within the Office of the Inspector General. USAID also plans to improve civil society capacity in monitoring, assessing, advocating, and mobilizing justice reform initiatives, as well as promoting and providing justice reform and modernization services. Efforts will especially focus on geographically isolated, or economically and socially disenfranchised or marginalized populations. Prime implementers: to be determined.

FY 2006 Program

SO: 514-008 Expanded Economic and Social Alternatives to Illicit Crop Production

Develop & Expand Alternative Development

Develop & Expand Alternative Development (\$36,000,000 ACI): USAID is providing technical assistance, training and logistical support through an innovative program to combat illicit crops by exploring economic opportunities and social alternatives while strengthening municipalities and implementing community development activities in selected areas. Working with farmer groups, non-governmental organizations, local business associations, and other organizations, USAID will promote production of licit crops on approximately 20,000 hectares to generate alternative employment and increase licit agricultural outputs and exports. An estimated 15,000 families are expected to benefit under this program that promotes agricultural and non-agricultural economic alternatives. In addition, USAID is assisting nonagricultural small and medium-sized private enterprises to generate employment. Prime contractors include: Associates in Rural Development (ARD), Carana, Panamerican Development Foundation (PADF), Agricultural Cooperative Development International/Volunteers for Overseas Cooperative Assistance (ACDI/VOCA), Land O'Lakes and Chemonics.

Improve Economic Policy and the Business Environment

Improve Economic Policy and the Business Environment (\$2,000,000 ACI): Technical assistance is being promoting critical policy and regulatory reforms needed to enhance the efficiency of financial markets and promote the development of innovative financial instruments. Over \$20 million of the small and medium-sized private enterprise capital fund previously leveraged from private sector institutions will be invested to promote sustainable extension of competitive financial services to small businesses and expand licit economic opportunities. Prime implementer: Small Enterprise Assistance Fund.

Improve Private Sector Competitiveness

Improve Private Sector Competitiveness (\$22,308,000 ACI): USAID is providing technical assistance and training to mobilize private sector investment in agribusiness, forestry, and small and medium enterprise in economic growth regions. Investments are providing increased employment and farmer income for a largely rural-based labor force in areas certified to be free of illicit crops. USAID will work with national level institutions in the public and private sectors to improve the investment environment, including trade capacity building and policy reform. Prime contractor: ARD.

Improve Sustainable Management Of Natural Resources & Biodiversity

Improve Sustainable Management of Natural Resources & Biodiversity (\$2,100,000 ACI): USAID will provide technical assistance and training to promote sustainable agroforestry in or near national parks to improve the overall management of the Colombian park system. Technical assistance is helping to improve management of critical buffer zones around national parks in order to sustain the rich biodiversity of the country and to thwart the introduction of illicit crops in these areas. USAID supports non-governmental organizations working with indigenous communities to strengthen local governance and preserve traditional culture. Prime implementers: Amazon Conservation Team, Chemonics, and the U.S. Department of Interior Park Service.

Support Democratic Local Government & Decentralization

Support Democratic Local Government & Decentralization (\$7,400,000 ACI): USAID will provide technical assistance for local governance activities in 50 municipalities to improve services and strengthen their fiscal soundness. USAID is implementing local infrastructure projects such as road improvements, schools, sewage and water systems. Technical assistance will engage communities in collective decision-making and actions to eliminate illicit crop production and narco-trafficking activities. Citizen oversight committees are being formed in approximately 30 participating municipalities. Prime contractor is ARD.

FY 2007 Program

SO: 514-008 Expanded Economic and Social Alternatives to Illicit Crop Production

Develop & Expand Alternative Development

Develop & Expand Alternative Development (\$35,050,000 ACI): USAID will continue activities that expand economic and social alternatives to illicit drug crop production in selected municipalities. The program will continue to emphasize private sector participation, sustainability and increased Colombian ownership. Activities will include community level income generation efforts directly linked to the elimination of illicit crops, small scale socio-economic infrastructure investments. USAID will also provide technical assistance and training to promote sustainable agroforestry in or near national parks to improve the overall management of the Colombian park system. Technical assistance is helping to improve management of critical buffer zones around national parks in order to sustain the rich biodiversity of the

country and to thwart the introduction of illicit crops in these areas. USAID supports non-governmental organizations working with indigenous communities to strengthen local governance and preserve traditional culture. Prime implementers: ARD, Amazon Conservation Team, and the U.S. Department of Interior Park Service.

Improve Economic Policy and the Business Environment

Improve Economic Policy and the Business Environment (\$ 6,635,000 ACI): Technical assistance will continue to promote critical policy and regulatory reforms needed to enhance the efficiency of financial markets and promote the development of innovative financial instruments. USAID will also continue to provide technical assistance and training to mobilize private sector investment in agribusiness, forestry, and small and medium enterprise in economic growth regions. Investments will provide increased employment and farmer income for a largely rural-based labor force in areas certified to be free of illicit crops. USAID will work with national level institutions in the public and private sectors to improve the investment environment, including trade capacity building and policy reform. Prime contractor: ARD.

Support Democratic Local Government & Decentralization

Support Democratic Local Government & Decentralization (\$7,400,000 ACI): USAID will continue to provide technical assistance for local governance activities in municipalities to improve services and strengthen their fiscal soundness. USAID will continue implementing local infrastructure projects such as road improvements, schools, sewage and water systems. Technical assistance will engage communities in collective decision-making and actions to eliminate illicit crop production and narco-trafficking activities. Citizen oversight committees will also continue to be formed in participating municipalities. Prime contractor is ARD.

FY 2006 Program

SO: 514-009 Successful Reintegration of IDPs and Support to Other Vulnerable Groups

Support Populations at Risk

Support Populations at Risk (\$31,977,000 ACI). USAID is providing technical assistance, training, and other resources to assist Colombia's IDP population estimated at up to 3.4 million people and other vulnerable groups who have been affected by years of civil strife and conflict caused by social inequities and the production and trafficking of illegal drugs. This assistance is enabling IDPs and the communities in which they reside to receive psycho-social support to cope with the traumas associated with displacement and assist in addressing land tenure issues. Assistance is being provided to ensure the education of 4,500 children and provide access to health care for 7,800 people. In FY 2006, some 1,800 full time jobs are expected to be created and 2,200 vocational training students are expected to graduate from USAID assistance. An assessment of the status of IDPs living in the 111 target municipalities is being conducted in order to better target future assistance and to ensure that basic needs, such as housing, health care, and education, are met for this vulnerable population.

USAID financial assistance and P.L. 480 Title II commodities help support World Food Program (WFP) activities in Colombia. WFP provides targeted food rations to protect and stabilize the livelihoods of an estimated 499,000 displaced and other vulnerable persons, and enhance resistance to nutritional shocks experienced by IDPs as they make the initial transition to greater self-sufficiency during the first six months of displacement. The program also enables schools in receptor communities to provide for the nutritional needs of displaced and vulnerable school children.

Technical assistance is being provided to strengthen the management systems of Colombian private and public sector institutions to enable these organizations to provide effective support to IDPs and facilitate their reintegration into Colombian society. USAID is strengthening nongovernmental organizations and community groups working with internally displaced persons by training their employees and providing

technical assistance to strengthen their information technology systems, financial systems, reporting and record keeping systems, and personnel systems.

At the national level, USAID provides GOC agencies with technical assistance to support IDP policy development, program design, and budget requests that will help them to apply key policies more effectively at all institutional levels. At the departmental level, USAID assists governors in developing departmental guidelines that support national policies. At the municipal level, USAID is working with local Committees for Attention to IDPs, helping them identify priorities and resources which they can apply at local and departmental levels. USAID is supporting institutional strengthening measures such as land titling, tax registry improvement, and other initiatives that directly improve the ability of local government to provide services to IDPs and other vulnerable populations.

Principal grantees and implementing partners: International Organization for Migration, the Pan American Development Foundation, a variety of other local and international non-governmental organizations, and numerous public-sector entities.

FY 2007 Program

SO: 514-009 Successful Reintegration of IDPs and Support to Other Vulnerable Groups

Support Populations at Risk

Support Populations at Risk (\$32,392,000 ACI). USAID will continue to strengthen national and local capacity to provide an integrated package of services to IDPs and other vulnerable groups. By strengthening public and private Colombian humanitarian assistance institutions, USAID will help IDPs gain access to job training and placement, health care and counseling, improved nutrition, shelter and housing, income generation, and educational opportunities. Principal grantees will include the Pan American Development Foundation, the International Organization for Migration, the GOC's Presidential Agency for Social Action and International Cooperation, and a number of local and national non-governmental organizations.

FY 2006 Program

SO: 514-XXX Improved Environment for Demobilization, Disarmament and Reintegration

Mitigate Conflict and Support Peace

Mitigate Conflict and Support Peace (\$635,000 ACI). USAID is providing technical assistance and administrative and logistical support to the newly created National Reconciliation and Reparations Commission (NRRC) directed by the Office of the Vice President. USAID assistance is building the capacity of the NRRC to promote reconciliation and delivery of reparations to victims through: the development of the legal and regulatory framework and implementation systems of the NRRC; the development and effective management of the Victims' Reparations Fund for collective and individual reparation; the development and effective management of a victims and reparation assets database for the administration, monitoring and reporting of reparations; and effective and efficient asset identification and recovery for use in victims' reparations. Principal grantee: to be determined.

Strengthen Public Sector Executive Function

Strengthen Public Sector Executive Function (\$3,500,000 ACI). USAID is providing financial assistance to the Organization of American States for the verification of the disarmament, demobilization and reincorporation of all demobilizing members of illegal armed groups to provide credible monitoring and feedback to strengthen accountability of the GOC programs. USAID funded technical assistance is strengthening the capacity of the GOC's Office of the High Commissioner for Peace to negotiate and oversee the disarmament and demobilization of the Colombian illegal armed groups. USAID is providing the Ministry of Interior and Justice's Reintegration Program with technical assistance and training to: consolidate and expand the tracking, monitoring and evaluation system; expand the national network of

Reference and Opportunities Centers where ex-combatants receive guidance, orientation and referral services that promote reintegration; strengthen the collaboration between municipal and departmental governments and the reintegration program to ensure timely responses for access to health, education, and other reintegration benefits, and to promote the development and implementation of regional reintegration programs; and develop communication and public information activities to promote program transparency and accountability as well as public support for the program. USAID provides financial and technical support to the Colombian Institute of Family Welfare for the implementation of programs to reintegrate child ex-combatants and prevent the recruitment of high-risk children and youth by illegal armed groups. During FY 2006, at least 350 children (i.e., up to 18 years) will be assisted. Principal grantee: to be determined.

Strengthen the Justice Sector

Strengthen the Justice Sector (\$500,000 ACI). USAID is providing technical assistance, logistical support and/or training to prosecutors, judges, public defenders, investigators and victims' advocates to ensure proper enforcement of the legal processes for ex-combatants within the legal framework for demobilization and reintegration. This support is being coordinated with the U.S. Department of Justice's justice sector reform efforts in Colombia. Additionally, the GOC's Inspector General and Ombudsman offices are being strengthened to perform an effective oversight role in the demobilization and reintegration process. Principal grantee: to be determined.

Support Populations at Risk

Support Populations at Risk (\$4,000,000 ACI). USAID is supporting activities aimed at the successful and sustainable reintegration of ex-combatants from the demobilized illegal armed groups. Technical assistance is being provided: to strengthen delivery of educational, vocational and social development training as well as job placement, job creation and income generation initiatives by public/private sectors and non-governmental organizations in support of the reintegration process of demobilized combatants; for effective outreach and alliance building with the private sector to open access to private sector opportunities for ex-combatants; to increase access to income generating opportunities for the demobilized and their receptor communities through the development and implementation of regional reintegration by municipal and regional governments; and for a community outreach program for both demobilized persons and the communities into which they are reintegrating that will assist community residents in better understanding the reintegration program and address concerns and questions about the process. Principal grantee: to be determined.

FY 2007 Program

SO: 514-XXX Improved Environment for Demobilization, Disarmament and Reintegration

Mitigate Conflict and Support Peace

Mitigate Conflict and Support Peace (\$500,000): USAID will continue to provide technical assistance and administrative and logistical support to the newly created National Reconciliation and Reparations Commission (NRRC). This assistance will continue to build the capacity of the NRRC to promote reconciliation and delivery of reparations to victims through: the development of the legal and regulatory framework and implementation; the development and effective management of the Victims' Reparations Fund for collective and individual reparation; the development and effective management of a victims and reparation assets database for the administration, monitoring and reporting of reparations; and effective and efficient asset identification and recovery for use in victims' reparations

Strengthen Public Sector Executive Function

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assistance to the Organization of American States for the verification of the disarmament, demobilization and reincorporation of all demobilizing members of illegal armed groups to provide credible monitoring and feedback to strengthen accountability of the GOC programs. USAID funded technical assistance will continue to strengthen the capacity of the GOC's Office of the High Commissioner for Peace to negotiate and oversee the disarmament and demobilization of the Colombian illegal armed groups. USAID will continue to provide the Ministry of Interior and Justice's Reintegration Program with technical assistance and training to: consolidate and expand the tracking, monitoring and evaluation system; expand the national network of Reference and Opportunities Centers where ex-combatants receive guidance, orientation and referral services that promote reintegration; strengthen the collaboration between municipal and departmental governments and the reintegration program to ensure timely responses for access to health, education, and other reintegration benefits, and to promote the development and implementation of regional reintegration programs; and develop communication and public information activities to promote program transparency and accountability as well as public support for the program. USAID will continue to support the Colombian Institute of Family Welfare with the implementation of programs to reintegrate child ex-combatants and prevent the recruitment of high-risk children and youth by illegal armed groups. During FY 2007, at least 350 children (up to 18 years of age) will be assisted.

Strengthen the Justice Sector

Strengthen the Justice Sector (\$500,000 ACI): USAID will continue to provide technical assistance, logistical support and/or training to prosecutors, judges, public defenders, investigators and victims' advocates to ensure proper enforcement of the legal processes for ex-combatants within the legal framework for demobilization and reintegration, in coordination with the U.S. Department of Justice's justice sector reform efforts in Colombia.

Support Populations at Risk

Support Populations at Risk (\$2,000,000 ACI): USAID will continue to support activities aimed at the successful and sustainable reintegration of ex-combatants from the demobilized illegal armed groups. Technical assistance will continue to strengthen delivery of educational, vocational and social development training as well as job placement, job creation and income generation initiatives by public/private sectors and non-governmental organizations in support of the reintegration process of demobilized combatants. Outreach and alliance building activities with the private sector will continue to open access to private sector opportunities for ex-combatants. Technical assistance to increase access to income generating opportunities for the demobilized and their receptor communities through the development and implementation of regional reintegration by municipal and regional governments; and for a community outreach program for both demobilized persons and the communities will continue.

Results Framework

514-007 Strengthened Democratic Governance

Program Title: Democracy

7.1: Justice Reformed and Modernized

7.2: Enhanced Respect for and Protection of Human Rights

7.3: Enhanced Participation, Representation and Accountability

Discussion: The Strategic Framework presented in the Annual Report for 2005 is based on revisions in the Mission's planning and implementation. The reduction and refinement in reporting on SO level indicators is based on comments received from last year's annual report. This year's SO level indicators focus at a higher level and are greatly reduced in number. Early in FY06, the SO's IR titled Peace Conflict Resolution Promoted will transition over to the Mission's new SO4 - Improved Environment for Demobilization, Disarmament and Reintegration (DRR). All indicators associated with this IR will now be monitored and reported under SO4.

Two of the SO Level Indicators (Enhanced Support to Democratic Institutions and Enhanced Confidence in Democratic Institutions) are Context Indicators that the DG team will be measuring on an annual basis through the implementation of the Democratic Indicators Monitoring Survey (DIMS). The baseline DIMS survey was implemented in 2004. The annual survey covers a national sample and an oversample in areas in which the Mission is implementing its Local Governance strengthening activities. The national sample covers specific thematic areas related to our programs in Human Rights, Justice and Good Governance, and Political Parties, mainly.

Civil Society Strengthening is a cross-cutting theme to ensure democratic governance across the portfolio. As such, effective CSO advocacy in democratic governance matters will be measured in the Human Rights, Justice, Peace and Good Governance activities. The remaining two SO level indicators are also ACI indicators (Cases handled through Justice Facilities and Number of Judicial Sector and Human Rights Personnel Trained), which are being measured across the Andean Region.

I.R. 7.1 Justice Reformed and Modernized

The programs in this I.R. will support national projects to sustain and expand capacity in four core areas, with particular attention to the needs of conflict affected and/or rural based geographically isolated, economically marginalized and socially disenfranchised populations. These four core areas are: 1. Effective implementation of the new Criminal Procedures -- Accusatory System - Reform; 2. Strengthened Court Administration and Management; 3. Increased Access to Justice (especially for underserved rural, conflict affected, indigent and/or ethnically marginalized populations); and 4. Enhanced Civil Society roles in Justice Reform and Modernization.

A fifth contingency area: Responsive Judicial Processes for Peace may be implemented in this IR, subject to future approvals of related operational authorities and funding. This area will improve capacity of the judiciary, public defense and Inspector General Office (Procuraduria) to effectively plan for, manage and implement judicial processes related to the 2005 Colombian justice and peace law (e.g. strengthening judicial processing of demobilized former members of illegal armed groups; and providing legal assistance for victims of the conflict to enhance availability of legal remedies in both reparation and restorative justice processes).

I.R.7.2: Enhanced Respect for and Protection of Human Rights

The Human Rights program will focus primarily on "fundamental rights", i.e. those rights which require timely and often immediate State responses in order to guarantee life, safety to persons, and liberty. Violations of these fundamental rights regularly impact populations in conflict vulnerable populations. Left unaddressed, these abuses erode public confidence in the State's democratic security policy and compromise support for and achievement of Plan Colombia objectives. In response to these challenges,

the new Human Rights (HR) program will include technical assistance, training, logistics support and sub-grant assistance in areas to: 1. Improve organizational capacity, policy and inter-institutional coordination among the diverse States entities with functions and responsibilities to uphold human rights in Colombia; 2. Strengthen the Colombian State's long term public policy and implementation capacity on human rights; 3. Empower civil society in its multiple non-partisan roles to further the national human rights agenda, i.e. to variously monitor, assess, advocate and provide technical assistance; 4. Identify and support opportunities for the State to incorporate basic human rights standards into peace process discussions with illegal armed groups and/or their interlocutors and monitor adherence to human rights standards. Furthermore, USAID will continue to coordinate implementation of several of the UNHCHR recommendations and has tailored the program toward its compliance.

I.R.7.3: Enhanced Participation, Representation and Accountability

The activities under this I.R. will focus on four core areas including: 1. Promotion of transparent, accountable, participatory and representative government and non-government entities at both the national level and in selected regions through the implementation of the new State Policy on Corruption Control; 2. Incorporation of political parties and their important role in transparent and accountable government practices as well as increase political participation and accountability through improved internal democracy and outreach within political parties as well as improved political representation 3. Strengthen civil society's ability to oversee public investment and advocate for efficient government practices; 4. Fill critical gaps between good governance policy and actual implementation.

514-008 Expanded Economic and Social Alternatives to Illicit Crop Production **Program Title: Alternative Development**

- 8.1:** Local Government and Institutions Strengthened
- 8.2:** Sustainable Licit Economic Opportunities Expanded
- 8.3:** Strengthened Economic Governance and Competitiveness

Discussion: Expand Economic and Social Alternatives to Illicit Crop Production

Strategic Objective 2 (SO2) will be achieved through three intermediate results (IRs) which are directed at: 1) strengthening local government and institutions; 2) expanding sustainable licit economic opportunities; and 3) strengthening economic governance and competitiveness. USAID/Colombia will directly support activities designed to contribute to the achievement of these four IRs.

IR 8.1: Local Government and Institutions Strengthened

This Intermediate Result (IR) will focus on strengthening the capacity of a wide range of organizations at the local level. USAID project activities will work with departmental and municipal governments, local communities, producer associations, and other groups in the preparation and implementation of productive and social projects that create licit income generation opportunities, improve the quality of life, conserve the environment, and support ethnic and cultural values necessary for peaceful coexistence. Many will be directly involved in the implementation of USAID/Colombia's alternative development and municipal development program. The four sub-IRs are:

1.1 Citizen Participation Increased. Extending state presence and fortifying the ability of local organizations to operate openly and effectively, and provide public services in a responsible and responsive manner, requires citizen participation. Participation of local citizens in local community and other activities is essential and USAID will support programs that foster such participation.

1.2 Local Government Functions Improved. Activities aimed at increasing public participation in decision-making to improve local government functions will be a key features of USAID programs. Programs will work with a variety of local partners to facilitate and support effective community-government dialogue and enable communities to prioritize, design, and implement projects and activities which meet their needs. Programs will help improve local government financial management, budget

transparency, and local revenue generation will be undertaken, creating synergies between local government strengthening and alternative development activities in local areas.

1.3 Social Infrastructure Expanded. USAID/Colombia contractors and grantees will work closely with municipalities and communities to develop basic social and productive infrastructure to meet community needs. This builds upon and expands the extensive number of past social and productive infrastructure actions carried out under USAID sponsorship. The development of such infrastructure activities will be aligned closely with community commitments to remain free from illicit crops and other illicit activities as a condition for receiving USAID support. These programs will also serve to help create local conditions that facilitate and promote basic alternative development program aspects, as well. Small social infrastructure projects offer an opportunity for municipal officials and citizens to put into practice improved management and participation methodologies that are presented to municipalities. These small projects provide practical, hands-on opportunities to demonstrate lessons learned regarding planning and management of development activities; increased local participation, promotion of transparency and accountability; and improved financial management.

USAID's activities will complement GOC local community development programs through Accion Social, which are responsible for constructing schools, rural access roads, and similar needed infrastructure. In addition, the US military is also actively pursuing local infrastructure development, coordinating closely with Accion Social. USAID's programs will work closely with these programs to reinforce, find synergies, and coordinate so as to maximize results while avoiding the duplication of activities.

1.4 Vulnerable Communities Assisted. Indigenous peoples inhabit at least 8 departments where USAID's programs will be active. The cultivation of illicit crops has had a severe negative effect on the cultures and populations of indigenous groups. Ironically, the elimination of illicit crops may have a further negative effect on these indigenous groups, because many of these groups are no longer able to survive by traditional means and have become dependent on income from illicit crop cultivation, either on their own communal properties or as day laborers in illicit crop plantations.

Strong bonds link indigenous peoples and the protection of large areas of natural forests, including national parks. A number of parks, forest reserves, and indigenous reserves either overlap or are adjacent to each other. The protection of indigenous territorial rights, therefore, frequently also results in the protection of parks. The 1991 Constitution recognized that the indigenous traditional way of life does not stimulate deforestation as colonization does and specifically permits only indigenous peoples to live inside national parks, making them natural allies against park invaders.

GOC programs assist indigenous groups throughout the country to gain secure legal title to their resguardos (reservations), maintain and restore their cultural traditions, improve their food security, and strengthen their local and regional organizations. USAID's activities will complement those programs and help mitigate the negative impacts of illicit activities on indigenous peoples.

IR 8.2: Sustainable Licit Economic Opportunities Expanded

USAID/Colombia's Alternative Development program will offer a wide range of economically viable, profitable, licit activities as alternatives to involvement in illicit economic activities. These activities will cover the spectrum, from fundamental on-farm production improvements to agribusiness development, sustainable commercial forestry, development of small and medium enterprises (SMEs), and covering such aspects as processing, marketing, and business development, among others. This IR is designed to introduce integrated production systems containing improved production and marketing technologies, promote diversification beyond traditional agricultural activities, and strengthen the involvement of participants in the economic chain from production through marketing. The four sub-IRs are:

2.1 Productive Infrastructure Improved.

Activities under this IR will seek improvements in basic production-related activities and related infrastructure that is so critical to achieving economies of scale in production as well as supporting the

marketing and commercialization of products. Activities under this IR can be grouped into the following categories:

- Market research to determine which crops would be most marketable and applied research on new crops to determine productivity, identify problems, etc.;
- Extension of the most suitable technologies and practices in production, processing, and resource management to small farmers in order to increase their productivity and competitiveness;
- Basic productive infrastructure to facilitate specific production-related activities (e.g., processing plants, produce collection centers, roads, and bridges);
- Credit for agricultural production, processing, marketing, and related activities;
- Pre-investment activities to determine the pre-feasibility and feasibility of larger-scale productive enterprises and to design projects that will provide optimum results for both the business (or agribusiness) firm and for the community;
- Business organization and management techniques to support the establishment and strengthening of producer and marketing associations, mixed capital enterprises and other business forms; and
- Promotion of linkages between producers' associations and industry-related private business entities to expand marketing options of productive projects.

Productive enterprises include numerous fruits (both tropical and cold climate), vegetables, specialty coffees (including organic coffee), dairy products, yucca, hot peppers, African Palm, natural rubber, cocoa, cassava, palm hearts, and agro-forestry. Fish pond production may also be considered. The potential of other alternative high-value commercial export and domestic crops will also be undertaken. In appropriate instances, short term family "food security" activities will be undertaken as a means to assist families who are moving into higher value crops which require some time to reach maturity in production. In addition to the production of agricultural and livestock-related products, other forms of employment and businesses will be stimulated. As producer groups market more products, there will be a need for post-harvest selection and packaging, as well as the manufacturing of packing materials and transportation, leading to an increase in labor demand and local business activity. Also, the local construction and commerce sectors will benefit from the sustainable economic expansion created.

2.2 Business Support Services Strengthened.

This intermediate result will provide employment alternatives in secondary cities to those who might otherwise be employed in the narcotics trade or with illegally-armed groups. Employment opportunities will be created by helping SMEs expand their businesses. The program provides consulting services that address many of the market and cultural constraints that impede SME growth, including access to credit. Technical assessment will be provided to SMEs indicated deficiencies in owner-management dominance, the lack of strategic planning, inadequate knowledge of markets, as well as the need to upgrade production technologies, accounting systems, cost controls, and personnel selection procedures.

2.3 Natural Resource Management Enhanced.

In many of Colombia's illicit crop producing regions, the long-term success of alternative development is contingent on conservation of fragile soils by small farmers and proper management of natural resources. This Intermediate Result will promote sustainable production systems for alternative crops through the application of agro-forestry systems that combine multiple crops, livestock, trees, and simple soil conservation practices. In agro-forestry systems, farmers not only increase their farms' ecological stability through the conservation of soils, but also increase financial stability through diversification. Such systems are particularly suited to the financial and ecological conditions of small farms in remote regions. The agro-forestry projects will be designed to provide farmers with technically sound solutions for a wide

range of sites, geographic regions, crop mixtures, farmer preferences, and local, regional and national markets. These efforts will help prevent the encroachment of coca and poppy cultivation (or other types of agriculture) into these protected and ecologically sensitive areas. Under this activity environmental analyses will be conducted and ensuring that appropriate mitigation measures are considered to prevent the occurrence of any significant negative environmental impacts as a result of the implementation of Alternative Development Program activities. Additionally the Environmental Review (ER) process leads the environmental transformation of agricultural practices in all productive programs/projects developed by USAID in Colombia. The ER process encourages the use of Agricultural Best Practices that can be found in provided Environmental Guidelines, which are applied for this process. Agro-forestry and silvo-pastoral systems managed by USAID programs improve biodiversity and forest protection/conservation, while farmers get awareness of environmental matters and increase their management capacity.

Intermediate Result 3: Strengthened Economic Governance and Competitiveness:

This intermediate result entails promotion of the critical policy and institutional reforms required to enhance Colombia's capacity to reap the fullest possible benefits from the trade/investment integration process; and to enhance the sustainability of the massive investments which the U.S. and Colombian Governments are making in the alternative development area. This will be achieved through the provision of targeted technical support and training resources in prioritized economic reform analysis and policy dialogue areas. These support activities will in turn facilitate the adoption and effective implementation of key economic policy and institutional reforms; and thereby sustainably improve the climate for private investment and job creation in Colombia.

3.1 WTO-consistent Customs Legal/Administrative Framework Adopted and Implemented.

Under this activity, strategic technical/training support will be provided to create a WTO-consistent customs regime in Colombia and thereby facilitate the deepening of trade flows in a manner which promotes effective integration into international trade/investment networks, and increased private investment and job creation. This will in turn entail targeted efforts to support the effective adoption and implementation of a WTO-consistent customs legal framework; and the adoption of WTO-consistent valuation, classification, rules of origin, and inspection/processing norms.

3.2 Competitiveness-enhancing Tax Policy Framework Adopted and Implemented

Under this activity, strategic technical/training support will be provided to create a competitiveness-enhancing tax policy framework in Colombia; designed to dramatically reduce the current distortions which inhibit the sustainable expansion and improved efficiency of private investment in Colombia. This support will focus on putting both the legislative and implementing regulatory framework in place to establish and effectively implemented a modernized and international best-practices consistent tax regime in Colombia; which in turn effectively promotes both macroeconomic stabilization and medium-to-long term economic growth objectives.

3.3 Improved Enabling Environment for Private Investment

Under this activity, strategic technical/training support will be provided to facilitate the formulation of strategic legal/regulatory and institutional reforms required to improve the investment climate in a manner which spurs increased investment and income and job creation. This will include strategic policy/regulatory reforms critical to establishing a transparent, non-distortive and market-friendly financial sector policy and regulatory regime in Colombia. This in turn will involve the promotion of key policy/regulatory and institutional reforms which lower financial intermediation costs and improve financial resource allocation incentives; in a manner which promotes more buoyant and transparent financial market operations and supports expanded private savings/investment. In addition, USAID will support key reforms designed to promote more transparent, stable and efficient regulatory and institutional environment for private investment and the related cost-efficient and reliable provision of services in key

infrastructure sectors. It will also support the promotion of policy/institutional reforms in critical investor rights protection areas, including improving the policy framework for defining and promoting effective enforcement of moveable and immovable property rights, and promoting legal/regulatory reforms which ensure greater clarity and stability in the legal regime for all private investors.

3.4 Trade Regime Harmonized with WTO-Standards

Under this activity, strategic technical/training support will be provided to promote adoption/implementation of strategic legal/regulatory and institutional reforms designed to promote Colombian compliance with international best practices-consistent technical norms/standards for agricultural and agri-business sectors, and for critical industrial and service sectors in which Colombia has significant competitive potential. In addition, support will be provided to facilitate Colombia's capacity to comply with international best practice-related standards in key policy areas; including labor, environment, and intellectual property rights. These support efforts will together promote Colombia's enhanced and accelerated integration into globalized trade/investment networks.

514-009 Successful Reintegration of IDPs and Support to Other Vulnerable Groups **Program Title: Internally Displaced Persons**

9.1: Adequate Economic and Social Opportunities for IDPs and Other Vulnerable Groups Available

9.2: Colombian Private and Public Sector Institutions Providing Support and Facilitating Reintegration

Discussion: The revised SO is "Successful Reintegration of IDPs and Support to Other Vulnerable Groups."

The two new Intermediate Results and their specific sub-IRs are:

1. Adequate Economic and Social Opportunities for IDPs and Other Vulnerable Groups Available

1.1 Increased Economic Opportunities for IDPs and Other Vulnerable Groups

1.2 Increased Access to Basic Social Services for IDPs and OVGs

2. Colombian Public and Private Institutions Providing Support and Facilitating Reintegration

2.1 Increased NGO/Private Sector Responsiveness to IDP needs

2.2 Increased Public Sector Responsiveness to IDP needs

514-XXX Improved Environment for Demobilization, Disarmament and Reintegration **Program Title: Support for Demobilization and Reintegration**

IR1: Reintegration of Ex-Combatants, Including Children

IR2: National Reconciliation and Victims' Reparation Process Advanced

Discussion: This new strategic objective is planned for start-up in FY 2006 under the new revised USAID/Colombia Strategic Plan 2006-2008. This objective will be met by two intermediate results that will achieve the goal of enhancing the environment for demobilization and reintegration of illegal armed groups in Colombia. An Activity Document is being developed to provide details of the program and propose specific activities and public and private sector counterparts. Specific performance measures and indicators have not been determined yet; they will be defined in the complete Strategic Objective Performance Management Plan.

The specific IRs and sub-IRs proposed for this SO are:

1. Reintegration of Ex-combatants, including Children
 - 1.1 Increased Institutional Capacities for Demobilization and Reintegration of Ex-combatants
 - 1.2 Strengthened Verification, Monitoring and Assessment of Demobilization and Reintegration
 - 1.3 Ex-combatants prepared to Return to Civilian Life
2. National Reconciliation and Victims' Reparation Process Advanced
 - 2.1 Develop Institutional Capacity for National Reconciliation and Victim's Reparation
 - 2.2 Effective Victims' Reparation Process