The Local Initiatives for Peace Project Colombia

Final Evaluation Report

By

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With

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1. Introduction

1. Objectives and scope of the evaluation

This report is the final evaluation of the **Local Initiatives for Peace in Colombia Project.** The project has been funded by the UK Department of International Development (DFID) and managed through the World Bank's Trust Fund Facility. In an innovative co-financing initiative, the project has also received support from the Corona Foundation, Bogotá for whom this evaluation is also intended. The report seeks to evaluate the project both in terms of its original objectives as well as in terms of the results and recommendations of the mid-term review undertaken in July 2001.

The Local Initiatives for Peace in Colombia Project identifies best practice in local peace building initiatives in Colombia. This is intended to contribute to the World Bank's ongoing work on peace and development in the country. The Project is defined in the following terms:
- Its **goal** is to support the peace process in Colombia by strengthening peace initiatives at the local level.
- Its **purpose** is to assist the World Bank to identify and support best practice in local peace building initiatives consistent with the overall CAS goal of contributing to create conditions for durable peace and sustainable development.
- Its **methodology** is highly participatory, promoting partnerships between local municipalities, NGOs and the private sector through best practice consultations, training and dissemination.

This report seeks to assess the project at two levels. First, in Part One it evaluates each of the four individual components, identified at the project outset as follows:
- Partnerships for Peace Convocation[1]
- Local Peace Initiatives[2] Seedcorn Fund
- UK Study Tour
- Peace Initiative Synthesis Workshops

Second, in Part Two, it assesses the project in its overall totality, highlighting how far it has met its objectives. Part Three then provides overall conclusions concerning both opportunities and constraints presented by the project as well as recommendations for future phases of the project. These are of particular interest to the Corona Foundation, who have expressed an interest in providing additional support for a second phase of this important initiative, as well as other potential donors.

2. The Evaluation Methodology

This Final Evaluation was undertaken by Caroline Moser, assisted by Eucaris Olaya in April-May 2002, and by Fiona Clark in the mid-term Review undertaken in July 2001. As an advisor to the project, Caroline Moser also undertook a monitoring role during earlier stages of the project, attending Convocation events as well as participating in the UK Study Tour. This provided the opportunity to critically comment on earlier stages of the project, with the process-oriented structure allowing for feedback and the implementation of changes.

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[1] Convocation is a literal translation of the Spanish term 'convocatoria' which literally means 'calling together for a meeting'—in other words a process resulting in a meeting event.
[2] While the project memorandum described these as 'local initiatives', from the outset the project's objective was to strengthen alliances ('aliances') that linked local government, the private sector and civil society institutions. Consequently in this report the term 'alliance' is generally used.

The evaluation is based on a number of different methodological approaches. These are used in combination, to assess different aspects of the project. In totality, therefore, they constitute the methodology adopted. Included are conventional quantitative measures, as well as more innovative qualitative techniques using participatory appraisal. This is in line with the project's participatory objectives.

Written documentation
The project has generated an extensive amount of documentation that provides important source material for the evaluation. This can be divided into the following basic types:

i. Promotional documents designed to inform the Colombian public about the project as well as the procedural documentation for the different project components.
This includes:
- Regulations relating to the selection of best practice examples of alliances for the Convocation (1999)
- Criteria for selection
- Basic profile for the documentation of experiences
- Terms of reference for case studies (for consultants)
- Criteria for evaluating experience

ii. Dissemination information on the various case studies and events held during the project.
This includes:
- Case studies of alliances that were considered for the convocation prize
- Detailed information on the best practice examples selected for the prize
- Regional synthesis workshops

iii. Documentation relating to the Seedcorn Fund:
This includes:
- General Information about the Fund
- Qualification criteria
- Project proposals
- Signed project agreements (*convenios*)
- Site visit reports (undertaken by regional coordinators and consultants) (informes)
- Final project reports (for the projects already completed)

iv. Annual reports and the mid-term project review already submitted to DFID
Documentation such as this provides important descriptive information. The mid-term review, in particular, includes in-depth qualitative information on aspects of two of the project components—the synthesis workshops and some of the Seedcorn fund projects. Where this information is of relevance in the final evaluation, therefore, it is included in the document.

Interviews with National and Regional Level Coordinators
This final evaluation, as well as the mid-term review, included a diversity of formal interviews and focus groups. Detailed discussions with the Fund Coordinating Committee were of great importance. These were undertaken with Jairo Arboleda (World Bank Task Manager), and Margaret Flores (Fund Manager, *Foundation Corona*), both of whom has followed the entire process from the outset and therefore has an intimate knowledge of project details. At different stages others included Andrea Vargas (mid-term consultant) and Blanca Cardona (final evaluation consultant). These meetings served to elicit important information, triangulate data from other sources, and allowed for an assessment concerning perceptions of the comparative success of different sub-project components. Evaluation interviews were also held with Guillermo

Carvajalino (director, Corona Foundation), members of the National Committee, and two of the consultants involved in site visits and final project reports. Such exchanges also provided the opportunity to explore perspectives on future strategies. Finally, group discussions were held with organizers of the regional workshops in both Manizales and Medellin.

Fieldtrips
Since the Seedcorn Fund was the largest component of the project, individual projects were evaluated in terms of two methodological approaches. First, at the mid-term review stage, field trips were undertaken to Versalles, Manizales and Medellin with sufficient time for in-depth meetings, site visits and interviews with four of the projects.

Participatory Evaluation Workshop
Second, a participatory evaluation workshop, undertaken in Bogotá on the 17th-18th April 2002. This was one of the most important components of the final evaluation, with participants including 26 representatives of 12 of the Seedcorn Fund projects selected (two per project), and members of the Fund's Coordinating Committee. Caroline Moser facilitated the workshop, in collaboration with a Colombian team comprising Maria Eugenia Vasquez, Ana Daza and Angelica Carvo, all of whom have trained in participatory urban appraisal techniques.[3]

The Workshop had two objectives. First it was intended to provide the opportunity for an exchange of experience between the representatives of the different projects; second, to undertake participatory evaluation of different components of the program, particularly the Seedcorn Fund. In addition to being Seedcorn Fund project holders, many participants had also been involved in other project components. This broadened the scope of the participatory evaluation accordingly. In the course of two days the workshop explored an extensive number of issues relevant to the project through group and individual work around seven specific exercises, in each case followed by feedback and plenary discussion sessions. Table 1 summarizes the different participatory tools used and their associated objectives, while Annex One provides a detailed description of the workshop methodology.

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[3] All of the facilitators were researchers on the participatory urban appraisal of urban community perceptions of violence in Colombia undertaken under the direction of Caroline Moser in 1999.

**Table 1: Participatory evaluation tools used in the evaluation workshop**

Objective of Participatory tool	Participatory tool	Focus group composition
1.**Definition of critical terms:** 'Convivencia'[4] Strengthening of an alliance	ZOP	Entire Group
2. Indicators of strengthening alliances based on the projects being executed:	Listings and rankings	Mixed focus groups
3. External political and conflict variables: This influences the implementation of the project	Time Line of project in relation to times lines of levels of conflict at local and national level	Project members from same region of the country
4. General inputs and outputs of different types of projects: Focused either indirectly or directly on peace and conviviencia	Causal Flow diagrams	Project members divided by types of projects (education, production, local development, peace and conviviencia)
5. Indicators of project outcomes: Inputs, outputs and outcomes of individual projects	Matrix and associated causal flow diagrams	Members of same project
6. Indicators of strengthening alliances: Number of institutions in each alliance and their relative importance Relationship between Alliance members and most important institutions in area focused on conviviencia	Institutional maps	Members of same project
7. Obstacles and opportunities in the implementation of the project Identification of potential changes and improvements in the project planning process	Time line of the project implementation process	Mixed groups
8. Future strategies and directions for the next phase of the Seedcorn Fund:	Brainstorming	Entire group

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[4] 'Convivencia' has no direct translation into English. Since the nearest term 'coexistence' does not exactly represent this, I have chosen to retain the Spanish term throughout the report.

Part One: Evaluation of the Project Components

1. Background: The holistic nature of the project

The project was structured in terms of four self-standing interdependent components. While defined as interdependent, the way in which the linkages evolved during the course of the project's implementation meant that synergies and unexpected additional outcomes and impacts often emerged during the process itself.

FLUJOGRAMA DEL PROYECTO DFID
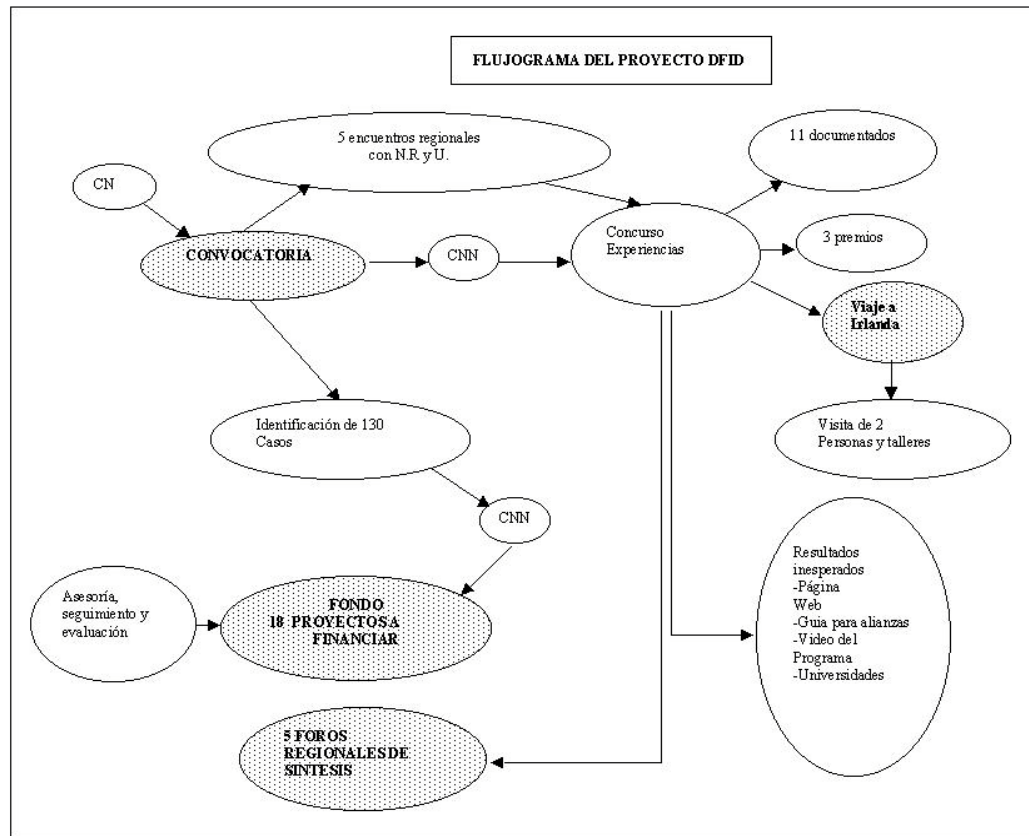
To capture this, Diagram 1 provides a flow diagram of the overall project. This was designed in the evaluation process with guidance from members of the Fund Coordinating Committee (referred to as the Fund Committee). It is intended to assist in the evaluation of individual components by providing a graphic representation. In addition it summarizes some of the main linkages between different project components (represented as shaded circles), the role the National Committee (NC) and, finally, the priority outputs of each component. Table 2, in turn, provides a more detailed summary of the principal events undertaken in the different components and is intended to provide a shortcut to the detailed description that follows.

Table 2: Detailed information on principal events in the four project components

Components of the local Initiatives for Peace Project	Type of Events	Number of Workshops	Location	Date	Number of participants
Partnerships for Peace Convocation	1. Regional Meetings for Analysis and Exchange (2000)	5	Cali Medellín, Barranquila Manizales Bogota	3.3.2000 9.3.2000 17.3.2000 31.3.2000	60 45 45 70 100
	2. Contest (1999)	1	Bogota	31.3.2000	
Local Peace Initiatives Seedcorn Fund	Workshops to Support the Formulation of Projects		Medellín Manizales Cali Bogota		
	Participatory Evaluation Workshops	1	Bogota	17/18:4.2002	26
UK Study Tour	Post-visit workshop	2	Bogota Cali		
Peace Initiative Synthesis Workshops	Strategic Alliances: Productivity, Development and Convivencia	1	Cali	17.9.2001	200
	District Forum: Alliances, Convivencia and Development	1	Bogotá	12.4.2002	450
	Regional Forum; Alliances, Convivencia and Development	1	Manizales	18.4.2001	375
	Regional Forum: Alliances, Convivencia and Development	1	Medellín	14.6.2001	300
	Forum with Business men/women	1	Bogota	28.8.2001	50
Production of Guide	Validation Workshop	1	Medellín	11.4.2002	6

1. The Partnerships for Peace Convocation

The Partnerships for Peace' Convocation was the first project component implemented. Its structure was identical to that used in a previous similar initiative undertaken by the World Bank resident mission in collaboration with the Foundation Corona, namely the 'Partnership Program to Overcome Poverty' (see World Bank et al 2000). In this case the objective was changed from poverty reduction to 'the identification and promotion of local peace building initiatives'. This complied with the overall aim of the Local Initiatives for Peace Project Convocation which was is to promote and strengthen partnerships between local and regional governments, other public sector institutions, private sector organizations, NGOs and organized communities in order to build alliances for peace at the local level. As with the Poverty Partnership, key partners once again were the Corona Foundation, and a network of seven universities located in Cali, Medellin, Bucaramanga, Manizales, Bogota and Barranquila. These were selected to provide technical and logistical support with a coverage that included all of Colombia's thirty-two departments.

1. Details of the convocation process
The Convocation process consisted of a number of clearly defined stages, which it is important to document:

Dissemination of information about the project and a call for good practice examples:
The project began in May 1999. To ensure that the call for good practice examples had extensive coverage across the country, advertisements were placed in local regional newspapers. In addition the seven regional universities, identified as focal points, extensively networked with civil society organizations (CSOs) and development practitioners. As a consequence the focal points received a total of 130 proposals all of which dealt with an aspect of conflict resolution and conviviencia. These included interventions such as barrio upgrading, productive activities, and value formation. Target groups included the elderly and youth, with solutions focused on such issues as conflict negotiation, skill building and informal education.

Screening process to select the short list
Focal points screened the 130 cases within their regional centres. With inputs from members of the National Coordination, these were then narrowed down to 30 cases. These were then presented to the National Committee for their identification of 10 finalists. The committee's composition was designed to be representative of the Corona Foundation, government, academia, the private sector, civil society, and interest groups considered of importance in supporting the project such as the media, and the donor community[5]. Cases were all judged in terms of the following four selection criteria: participation (out of 30), impact (out of 40), innovation (out of 20) and learning (out of 10)

Detailed case studies of the ten finalist cases
Local research consultants then undertook a detailed case study of each of the ten finalist cases. To ensure compatibility, these were based on an agreed methodology. The development of case

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[5] The National Committee comprised Guillermo Carvajalino and Margareth Floréz (Fundacion Corona), Eduardo Aldana (Instituto Ser de Invertigacion), Ines de Brill (Confederacion Colombiana de ONGs) replaced by Martha Eugenia Segura, Fernando Tenjo (Departamiento Nacional de Planeacion), Doris Elder (Aderco Ltda), Harold Zangen (Instituto Fes de Liderazgo), Juan Ignacio Arango (PNUD), Patrick Breslin (Fundacion Interamericana), Jota Mario Aristizabel (PROANTIOQUIA), Ana Mercedes Gomez (Periodico El Colombiano). Jairo Arboleda and Caroline Moser (World Bank) were both observers monitoring the process.

studies provided the opportunity for a more in-depth examination of each case, as well as documentation for dissemination

Regional Meetings for analysis and exchange
In February and March 2000, regional dissemination workshops were held in the five cities of Cali, Medellin, Barranquila, Manizales and Bogotá. In each case the objective was not only the presentation of case studies and feedback, but also consultation with government, civil society and local communities about the concept of alliances and the lessons learnt in terms of their potential to generate local level conviviencia. In total, some 275 people participated in these workshops (see Table 2).

National level workshop and prize presentation to three 'best practice' competition winners
The final event was a national level workshop in Bogotá, attended by 120 representatives of NGOs, private sector and government. This culminated in an award ceremony presided over by the Colombian Vice-President Gustavo Bell Lemus, the UK Ambassador Jeremy Thorpe, the World Bank Resident Representative Alberto Chueca Mora and the President of the Corona Foundation Guillermo Carvajalino. From the ten case studies the National Committee chose three proposals as winners in the competition on 'best practice' examples. Each received a small cash prize of USD 4,000 for the dissemination of their achievements.

Table 3: National Committee's assessment of the Convocation prizewinners

Case Study Organization	*Department*	*Category of violence*			*Location*		*Type of Intervention*	*Winner*
		P	E	S	U	R		
Consejo de Conciliación, Rio Claro	Antioquia	X		X		X	Conciliation and participation	X
PRIMED	Antioquia		X	X	X		Barrio upgrading	
Alianza para la Conviviencia Social	Antioquia		X	X	X		Conciliation, leadership formation	
FOMUAGRO	Arauca	X		X		X	Employment and self-production	
Olimpiadas Culturales de la Soldaridad	Caldas			X	X		Conflict resolution and culture	X
Centro de Desarollo, Comunitario Versalles	Caldas			X	X		Urban neighbourhood development	
Fortalecimiento de ASOCOCIENEGA	Magdalena		X	X		X	Strengthening of fisherman's cooperative	
Proyecto Nuevo Villanueva	Santander			X		X	Employment and improvement of women	X
CVC – Fundación Amanacer	Valle del Cauca		X	X		X	Conflict resolution	
Casa de Justicia Distrito de Agua Blanca	Valle del Cauca		X	X	X		Justice and convivencia	

   P = political; E = economic; S = Social; U = Urban; R = Rural

2. Descriptive Findings

The ten alliances for peace and conviviencia case studies good practice demonstrated both the range and the diversity of local level alliances across the country. As summarized in Table 3, these varied in terms of a number of characteristics, including the following:

Categories of violence addressed

The case studies demonstrated that local communities were affected by different types of violence, that could be categorized as political, economic or social in nature (World Bank, 2000; Moser and McIlwaine, 2000). Of these, all projects addressed issues of social violence in some form or another, whether it be intra-family violence (Crianza con Carino, Case de la Justicia of Agua Blanca) or more specifically gender-based violence (Nueva Villanueva). The projects also addressed economic violence, with examples including conflicts over natural resources (Ciénaga). Only two projects directly addressed political violence, and as might be expected, both of these were located in regions with high levels of conflict and the presence of guerrilla groups and / or paramilitaries (Consejo de Conciliación Rio Claro, FOMUAGRO).

Case study coverage

The case studies selected came predominantly from the three departments of Antioquia, Caldas and Valle de Cauca. There were no case studies from Bogotá, the capital city, and far fewer from departments on the country's periphery. In terms of location there was equal representation from urban and rural areas.

Types of solutions to reduce violence and strengthen peace and conviviencia

Amongst the ten projects were examples of different policy approaches, some focusing directly on building peace and other indirectly through a range of other interventions[6]. These included:

- Violence prevention through reduction in risk factors (Olimpiadas Culturales de Manizales, Nueva Villanueva, PRIMED, FORMUAGRO)
- Violence deterrence and control through criminal justice (Casa Justice of Agua Blanca where new more participatory and community based solutions are being sought)
- Non-violent resolution of conflict through negotiation (ASOCOCIENEGA, Fundacion Rio Claro)
- Application of human rights laws (Alianza para la Conviviencia Social)
- Confronting violence by reconstructing trust and local level social capital (Alianza para la Conviviencia Social, Fundacion Rio Claro)

Mechanisms to strengthen, rebuild or creates 'tejigo social' and social capital in local communities

As identified above, projects varied in terms of the extent to which they included mechanisms to address issues of trust, cohesion and social capital in local communities. One issue that the different case studies demonstrated was the importance of the project timeframe. Rebuilding trust in a community requires considerable time and patience—and is not achieved overnight. Consequently those projects that were long term processes were more likely to have opportunities to introduce or strengthen community level participatory processes than were short-term projects with specific objectives. Obviously this was not always easy to identify *a priori*.

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[6] See Moser (1999) for detailed identification of different policy approaches to violence reduction

The lack of a 'blueprint' model of alliances

Most important of all, the case studies demonstrated the critical importance of recognizing the highly differentiated nature of alliances. Factors identified as important included the following:

- Alliances not only had different members, they also varied in terms of the relative role and associated importance of the private sector, local government and civil society. (In PRIMED, for instance, the role of the municipality was more important than other partners)
- Some alliances began 'bottom up' from local communities (Fundacion Rio Claro, Nueva Villanueva), while others were more 'top down' in design (ASOCOCIENEGA)
- At the same time the structure of alliances differed. While some were horizontal (Fundacion Rio Claro), others were vertical (FOMUAGRO, Casa de Justicia, Agua Blanca).
- The agreements (convenios) varied, with some formally signed, and others more of an informal arrangement.
- In some cases the partners in the alliance were fixed from the outset (Olimpiadas Culturales de Manizales, Crianza con Carino) in others they changed during the course of the process of implementation (Alianza para la Conviviencia Social).
- In some alliances, particularly those in areas of high conflict, social actors outside the community had a greater influence on the project's success than did the alliance partners themselves (Fundacion Rio Claro)

Factors such as these clearly illustrate the fact that there was not one form or structure of alliances, but many.

3. Assessment of the Partnerships for Peace Convocation

The Convocation in itself

The Convocation process was highly successful at a number of levels, as described in detail above. It not only identified ten excellent case studies, but also successfully disseminated these through a number of regional workshops that were well attended. A number of clearly identified, transparent procedures were followed, with case studies selected through a rigorous vetting procedure. The selection of the National Committee members was strategic in providing endorsement from the outset for the Local Initiatives for Peace Project. At the same time the serious commitment shown by members, in terms of the time and energy allocated to the task of the selection procedure, was an unexpected but welcome surprise to the Project.

The case studies selected focused heavily on the three important departments of Antioquia, Caldas and Calle de Cauca. The use of regional universities as nucleus points had advantages in terms of resources and time. It allowed the project to build on successful work undertaken in the previous alliance for poverty reduction project. However, as with any network, there might also have been some limitations, in this case relating to less access to civil society organizations and the private sector in more distant parts of the country.

Good practice case studies, by their very definition, focus on success and therefore tend to be descriptive in approach, less eager to point out problems and limitations implicit in such partnerships. Thus consultants' reports varied. While some tended to rely on the researcher's investigations, others were more inclusive of different voices as well as different perspectives on the issue, which helped to highlight constraints as well as opportunities for alliances. Above all, the case studies illustrated the challenges faced by the lack of clear quantitative indicators by which to measure the success of alliances. Since each case study had its own qualitative indicators this obviously meant that the criteria for the prize was based on qualitative rather than comparative quantitative information.

The contribution of the Partnerships for Peace Convocation to the overall Project
The purpose of this first component of the project was to use a participatory convocation process to launch the concept of local-level alliances for peace across the country and thereby to set the stage for the Seedcorn Fund. Three factors, identified above, contributed to this early success. These were a well-structured process already in place, transparent processes, and a high level of commitment from the National Committee.

The regional meetings for analysis and exchange (see Table 2) were important as learning events to familiarize audiences with the concept of alliances, as much as to present the case studies of good practice. These however were essential to ground abstract concepts in practical reality. The moving presentations of such case study presenter as Octavio Andrés Galvis (Olimpiadas) and Pedro María Chica (Fundacion Rio Claro) undoubtedly gave hope and confidence to Colombians, disillusioned about the potential for local level peace initiatives. In describing to their compatriots their modest efforts to create small spaces for peace in a highly conflictive national situation they were excellent ambassadors for the concept of alliances.

2. Local Peace Initiatives Seedcorn Fund

The objective of the Seedcorn Fund was to encourage the development of new pilot activities in peace building based on the concept of a partnership or alliance[7]. From the outset an alliance, as in the 'Partnership Program to Overcome Poverty' was defined as 'an open relation between different partners whose strengths lie in their diverse but complimentary contributions to reach a common objective agreed by all the partners' (World Bank et al 2000).

Small grants of up to US$ 20,000 were made available to local institutions (municipalities, NGOs, or private organisations) to work collaboratively on local level initiatives with the objective of improving conviviencia and / or reducing violence. The DFID project memorandum identified that the fund would support activities geared towards the following three mechanisms:
- Strengthen an existing initiative
- Expand the initiative (reaching out within the same locality, involve additional themes, localities and/or better communication)
- Replicate an existing activity

Translated into Spanish the Colombian Guidelines identified that the three types of initiatives to be supported were c*apacidad de gestion* (strengthening capacity), *replicabilidad* (replication) *and consolidación de alianzas* (consolidation) thus changing slightly the focus of alliances.

1. Details of the Project Cycle

The Seedcorn Fund project selection and implementation process comprised with a number of clearly defined stages, as was the case with the Convocation process, described above, In the case of the Seedcorn Fund, however, this case, however, the process was longer and more complex and consequently not so easy to describe in brief. Nevertheless for the purposes of evaluation it is useful to distinguish between three different types of procedures as follows:

To solicit project proposals

This comprised a number of iterative processes designed to identify potential alliance experiences. These were intended to support the invitation of applications, provide assistance with the formulation of the project itself, and allow for follow-up for revisions, if also required. To facilitate this process workshops to assist in the formulation of projects were held in the four cities of Medellín, Manizales, Cali and Bogotá. Regional co-ordinators and local consultants both played an important facilitating role, as well as pre-selecting proposals for further consideration by the National Committee.

To select projects for funding

As with the Convocation, the National Committee undertook project selection for the Seedcorn Fund, but in this case it involved three rounds of selection over a two-year period. In each case the Committee reviewed an extensive number of proposals, pre-sectioned at the regional level. Consistent selection criteria were used, with all projects assessed in terms of necessity (10 points); sustainability (15 points); participation (20 points); learning (20 points) and internal consistency (35 points).

To monitor, supervise and evaluate the projects during implementation

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[7] In fact the term partnership is a translation of the Spanish term 'alianza'. Since the term also translates into the English word 'alliance' both terms are used interchangeably in this evaluation report (see also footnote 1).

Again a complex set of procedures were followed starting with the signing of an agreement by the institution or organisation receiving the funding. Local consultants undertook field visits to monitor progress and, where possible, to provide additional support. Final evaluation was then undertaken on completed projects.

Over the three-year period the National Committee agreed to finance of a total of 17 protects, achieved during three rounds of consultations. There were held in September 2000 (3 projects selected), February 2001 (3 projects selected), September 2001 (6 projects selected), and November 2002 (4 projects selected). Of these only one has been denied financing due to the lack of clarity of the proposal.

2. Descriptive Findings

Table 4: Coverage of Alliance Projects 1999-2002, by Departments and Budgets

Department	Number	Budget (in pesos)	Percentage
Antioquia (Medellín, Oriente)	4	97.045.000	22.5
Caldas (Manizales, Rio Sucio, Surpia, Pensilvania)	4	94.150.000	21.8
Valle del Cauca (Cali, y Versalles)	3	78.115.000	18.1
Santander del Norte (Catatumbo)	1	30.550.000	7.0
Santander del Sur, (Bucaramanga, San Gil)	2	55.773.563	12.9
Magdalena	1	30.000.000	6.9
Atlántico (Barraquilla)	1	15.162.800	3.5
Chocó (Bayo Solano)	1	31.170.000	7.3
Total	**17**	**431.966.363**	**100%**

Coverage and budget
Table 4 provides a summary of 17 projects funded, in terms of both location and budget size. Projects were spread across eight of Colombia's thirty-two departments, reaching population in a quarter of the country spatially, though not necessarily in population terms. 60% of the budget was spent in the three Departments of Antioquia, Caldas and the Valle De Cauca. Coverage was far lower in the 'periphery' of the country such as the less populated areas of the Amazon region, as well as in the capital city, Bogotá. While the average budget per project was Colombian pesos $25,409,785, these tended to be higher in departments with only one project as against those with more than one (such as Santander del Norte, Magdalena and Choco).

Coverage by project objectives and sector coverage
Turning to the objectives of the projects, these conformed to the selection criteria, outlined above, but with an additional objective of capacity building and management. As illustrated in Table 5, strengthening an alliance was the most common objective. Seven projects focused on this followed by the consolidation of an alliance, which was the focus of further, four projects. Replication projects, along with training and management, were the smallest category with only three projects focused on each of these objectives.

At the same time projects varied according to the sector in which they were located, and indeed the extent to which they focused directly on building peace and conviviencia, as against indirectly through productive, education or local development projects. As Table 5 shows, project supporting local development, and peace and conviviencia were the two largest sectors, with six projects in each. However, even when projects had similar objectives or were focused on the same sector their strategies differed widely, as illustrated by Box 1.

Table 5: Coverage of Alliance Projects 1999-2002, by Project Objective and Sector

Project Objective	Project Type				
	Productive	Education	Local Development	Peace and 'Ciudadania'	Total
Strengthening (fortalecimiento)	1		3	3	**7**
Training and management (Capacitación y gestión)		1	2		**3**
Consolidation			1	3	**4**
Replication	1	2			**3**
Total	**2**	**3**	**6**	**6**	**17**

The mid-term review noted that the majority of projects tended to have a clearer focus on the alliance component of the project, than on peace or conviviencia *per se.* At that stage most of the projects reviewed focused indirectly on peace and conviviencia. In addition they were more likely to try and reduce or prevent social violence, rather than violence that was economic or political in nature. The mid-term review therefore recommended that the National Committee should broaden the types of projects supported, particularly to higher conflict areas. Along with the strategy of strengthening examples of good practices (such as Versalles and Olympiadas (see Box 1), it argued for a second, higher risk strategy. This focused more on the objective of conviviencia building, and less on the nature of the alliance. The fact that at the end of the project peace and conviviencia projects were the biggest category, along with local development, clearly demonstrates that this recommendation was implementation in the post mid-term review phase of the project.

Coverage by level of technical support
Technical support was provided throughout the project cycle, described above. This occurred not only in the preparation of the project proposal but also throughout the implementation process. It also resulted in the inclusion of project holders in the participatory evaluation process (see table 6).

The importance of technical support was also flagged at the mid-term review. At this stage, for instance, both the project team and the National Committee commented that the 19 project proposals, received in the first round, showed a lack of capacity to conceptualize what working in an alliance means, as well as an inability to design and write coherent and comprehensive proposals. The project team had spent time with the weaker proposals to help with their further development and resubmission.

At the same time hands-on time spent with project teams, particularly in small group meetings, during the mid-term review was highly instructive not only for the reviewers but also for the project teams. Feedback provided indicated that they benefited from the opportunity to review objectives and progress. Thus it seemed clear that projects would benefit from a greater monitoring role either from the regional coordinators, or from consultants appointed for this task. This would allow for closer scrutiny of progress as well as facilitating project teams with practical tasks such as the development of indicators. This recommendation was implemented with the provision of more technical support to projects during the implementation process. In addition, in some cases, such as Catatumbo, a consultant was provided to assist the local team through the project design phase itself

Box 1: Different objectives—Case studies of Alliance supported projects to strengthen and replicate alliances

Restructuring and strengthening the Committee for Community Participation (CPC), Versalles, Department of Valle del Cauca

This alliance project funded objective was to **strengthen an alliance** through **training and management** that had weakened over time. In this case the community of Versalles created an alliance in the form of the Committee for Community Participation (CPC) ten years ago. The alliance comprised a committee, which represented members of the community, local institutions and development agencies. As an inter-sector, inter-institutional, co-ordination committee, its objective was to develop social projects to improve the quality of life and achieve integrated, sustainable development through consensus and full participation. To strengthen the alliance, weakened by individual demands from the different member institutions, as well as economic constraints, it needed to 'systematise' its functions, especially in areas of administration, organisation and operation, and to turn the committee into a 'community development business'. Funded components included the following: The creation of an inter-institutional information system to measure the impact of CPC projects; development of procedures to clarify the division of labour between the participating institutions; and the systematisation of community experience to sell services to other localities, thus creating a virtual community business.

Cultural Olympics of Solidarity: Forming Leaders in Human Values, Fundacion Escena de Vida, Manizales, Department of Caldas

In this case funding was sought for the **replication** of an alliance. The *Olimpiadas's* objective was 'the construction of social development processes and *convivencia ciudadana* (citizen co-existence) through the natural dynamic of young people with social awareness and the common ideal of a just, free and peaceful society'. Alliance partners were public, private, business and community entities at the departmental, local and community level. The *Olimpiadas* worked for three and a half years to create an environment in which young people could become actors in the development of their communities and the promotion of peaceful co-existence. Much of the work was undertaken through cultural and artistic events designed to strengthen youth identity and agency, and steer them away from the negative influences of drugs, prostitution, domestic violence, and intolerance. The programme was developed with great success in the Municipality of Manizales, and the objective was to **replicate the alliance** in three other municipalities of the department of Caldas. Components included the creation of alliances, awareness raising among the chosen municipalities and institutions, and creation of working groups and analysis of the communities, the organisation of artistic and cultural events and a departmental meeting to share the experiences of the four municipalities.

Strengthening of social management of each of the partners of the alliance of the Co-operative of Associations of community houses for family well being COASOBIEN, Manizales, Department of Caldas.

This project aimed to **strengthen** an existing alliance between COASOBIEN (a private not-for-profit organisation), the Colombian Institute of Family Welfare (ICBF) (a public sector institution) and the Asociación de Padres Usuarios de los Hogares Comunitarios de Bienestar Familiar (Association of parents beneficiaries of the community houses for family well being). Its objective was to improve the well being of families and their relevant communities through the joint development and implementation of projects, programmes and policies. Resources were intended to assist in better planning and implementing their work programmes in a collaborative and supportive manner through the following components; needs assessments of capacities of alliance partnership institutions; development of plans for capacity building in planning; organisation change, project development, management, monitoring and evaluation; development supervision and evaluation of plans.

Source: Moser and Clark (2001)

Table 6: Technical support to different stages of the project

Type of technical assistance	Location / project	Number of people per project
Project proposal preparation assistance	Regional workshops and facilitation from regional coordinators	n.i
Technical assistance and monitoring	Borromeo Catatumbo Escuela de Liderazgo Agroactuar, Medellín COASOBIEN Estudio de PAISAJOVEN, Medellín	n.i
Midterm evaluation	COASOBIEN, Manizales Versalles, Valle Olimpiadas, Caldas Estudio de PAISAJOVEN, Medellín	2
Final evaluation	Olimpiadas SEPAS	2
Participatory project evaluation	Representatives from 12 projects	26

3. Assessment of the Local Peace Initiatives Seedcorn Fund

1. The Seedcorn Fund Itself

Coverage by spatial area, projects objective and sector
First, and foremost, it is important to acknowledge the achievement of successfully identifying seventeen projects and signing agreements with them—in other words, moving towards a successful completion of the Seedcorn Fund component of the project. Turning to the coverage, as with the Convocation there was a heavy preponderance of projects in the three departments of Antioquia, Caldas and Valle de Cauca. In the Colombian context generally these are three of the most important departments in the country, all of which also have long-established reputations as entrepreneurial in nature. At the same time, as mentioned above, efforts were made to implement the mid-term review recommendations and diversify projects selected, both spatially as well as in terms of sector coverage. This broadened the scope to include more projects focusing directly on peace and conviviencia. Greater emphasis was given to higher conflict areas, as well as those where there was less of an established tradition of the entrepreneurial characteristics necessary to for alliances to succeed (see final section for further comments on this issue).

The project cycle
The Seedcorn Fund was set up with a number of stages in the project cycle, as described above. These were designed to ensure transparency, as well as setting standards to ensure that project proposals were adequately developed. This meant that objectives and outcomes were clearly identified and implemented. This was recognised by the twenty-six project holders in the participatory evaluation. In the time lines of the project implementation process, they identified simple application forms, levels of contact and information and the systemisation of useful experiences as the most positive aspects of the project formulation and preparation phase. Equally they expressed great confidence in the project administration in the selection, approval and formalisation of project agreements. During the implementation phase they acknowledged that project staff assumed their responsibility for the agreements they had made, while the recommendations made during monitoring trips assist projects in optimising group dynamics (see Annex 2).

Lack of sufficient technical support proved to be the most negative aspect identified by the participatory evaluation. This was identified in terms of such issues as lack of sufficient information, confusions in concepts and methodologies, and lack of clarity in the concept of alliances. It was also a personnel problems articulated in terms of the constraints associated with interacting with one sole consultant, lack of feedback on their monitoring report, and lack of clarity about the role of the evaluator.

However, it is important to emphasise that technical support was not identified in the original project. It was identified as a constraint during the implementation of the project, and with no budget allocation, was selective rather than systematic in nature. Despite the additional support provided as a result of the mid-term review recommendations, the participatory evaluation suggests that local capacity was underestimated, and that in future projects of this kind far more technical support is needed if many of the local projects are to successfully develop, implemented and completed. This is of particular concern if the Seedcorn Fund is to successfully broaden its coverage to less-well served areas of the country.

Assessment of individual projects
While the descriptive findings allow for an assessment of the completion of the Seedcorn Fund component in terms of disbursement of resources as well as issue of coverage, it is also important to assess individual projects in terms of their peace building and convivencia objectives. Such an assessment, however, presents a number of challenges, above all the lack of quantitative baseline indicators against which to measure change during project implementation. In addition, both budgetary constraints and the security situation meant that qualitative field based evaluations were not possible.

Table 7: Perceptions of the meaning of 'convivencia' and 'strengthening an alliance' in the Participatory Evaluation ZOPP

Term	Meaning	Prioritisation by Votes
Convivencia	Tolerance and respect for difference	10
	Capacity to relate and live together and alongside each other	9
	Process of participation, negotiation and a peaceful approach to the resolution of conflicts	8
Strengthening an alliance	Commitment	7
	Capacity and participation	6
	Effort	6
	Processes	4
	Trust	2

For these reasons the results of the participatory evaluation are of particular importance here. Perceptions as to the meaning of the overall project objective of 'convivencia' provide a useful starting point. As detailed in Table 7, the twenty-six project holders who participated in the participatory evaluation reached a consensus that the most important meaning of convivencia was 'tolerance and respect for difference'. Interestingly enough both this meaning, as well as the others prioritised, relate more to long-term peaceful co-existence than to short term resolution of conflict. As such they provide an interesting compliment to current Colombian government priorities. From an evaluation perspective it also introduces a time dimension into the analysis of alliances, and a need to need to focus beyond short-term project successes.

Equally important were perceptions of the meaning of 'strengthening an alliance'. Here the results showed that participants identified mechanisms, or instruments, necessary for strengthening an alliance. They reached a consensus that 'commitment' was the most important characteristic, closely followed by 'capacity and participation' and 'effort'. In an additional participatory exercise, small groups, divided by the sector in which their projects were located, sought to identify the indicators they might use to measure project success. These were identified both in terms of outputs and outcomes (see Annex 4 for detailed description). A range of impacts relating to strengthening co-existence were identified, include the following:
▪ Improvement in co-existence relationships
▪ Local education policies with strategic lines relating to the theme of co-existence
▪ Celebration of a social pact between youth gangs
▪ Strengthened social capital
▪ Consolidation of networks and alliances in different sectors
To measure such impacts, however, still requires considerable further development of measurable indicators (see below).

A different evaluation was undertaken by the project Co-ordinating Committee comprising Jairo Arboleda (World Bank task manager), Margaret Flores (fund manager, Corona Foundation), Andrea Vargas (mid-term consultant) and Blanca Cardona (final evaluation consultant)). This was designed to evaluate individual projects in terms of potential or actual success. With hands-on experience of all the projects since the first stages of their development, the group considered the three most important criteria for by which a project could be evaluated as successful were the following:

- Sustainability of alliance (i.e. the alliance was sustained both during the implementation of the project, as well as continuing after its completion) (3 points)
- Project completed (2 points)
- Greater participation by the community (1 point)

Table 8: Focus group participatory evaluation by Co-ordinating Committee (4 people)

Project objective	Name of Project	Perception of potential success (by voting)
Strengthening (fortalecimiento)	Catatumbo	+7
	Escuela de Liderazgo	*
	AGROACTUAR	+2
	SEPAS	*
	ASOHECO	-6
Training and management (Capacitacion y gestión)	Red de Convivencia Escolar	+1
	COASOBIEN	+7
	Corpo. Versalles	+7
Consolidation	Borromeo	-7
	ALCONPAZ	*
	Paz y Bien	-6
Replication	Federación Nacional de Cafeteras	*
	Olimpiadas Culturales	-6
	UNIBAN (GESTA)	+3

*Still to early to assess the potential outcome of the project

Using these three criteria each team member voted for the three projects most likely, and least likely to succeed (3 votes for most likely, 2 for second most likely and 1 for third most likely). While this exercise was largely hypothetical in nature, nevertheless the results showed a high level of consistency in perceptions between different team members with three projects, Catatumbo, COASOBIEN and Corpo. Versalles perceived clearly as most likely to be successful (see Table 8). In contrast ASOHECO, Borremeo and Olimpiadas Culturales were least likely to succeed. Interestingly enough, the results did not show either project objective or project type as determinants of outcome. Despite the tremendous constraints in identifying and supporting projects in high conflict areas, examples such as Catatumbo illustrated that this was possible. In discussing the outcome of this participatory evaluation exercise the group identified a number of

Important factors as potential determinants of project outcome included the following:
Strong leadership
- In the Olimpiadas Culturales project, strong leadership was one of the important criteria for project success in the first phase. However, the lack of similar leadership in the second project phase made it very difficult to replicate the project

Considerable technical assistance throughout the project cycle
- The Catatumbo project benefited greatly from the technical assistance of a highly trained consultant not only in the project design phase but also through monitoring the implementation phase (see Box 2)
- The COASOBIEN project has a consultant permanently providing technical assistance throughout the entire project implementation phase

The Nature of alliances in the projects

Since the concept of an alliance was defined *a priori* by the project itself, the Co-ordinating Committee did not consider it useful to solicit definitions from participants in the participatory evaluation workshop. Participants did however draw institutional maps of the institutions within their alliance and, as tabulated in Table 9, these identified a range of different sizes and types of alliances.

Table 9: Institutional flow diagrams of alliance projects by number of institutions signing the project agreement and those identified in the participatory evaluation exercise
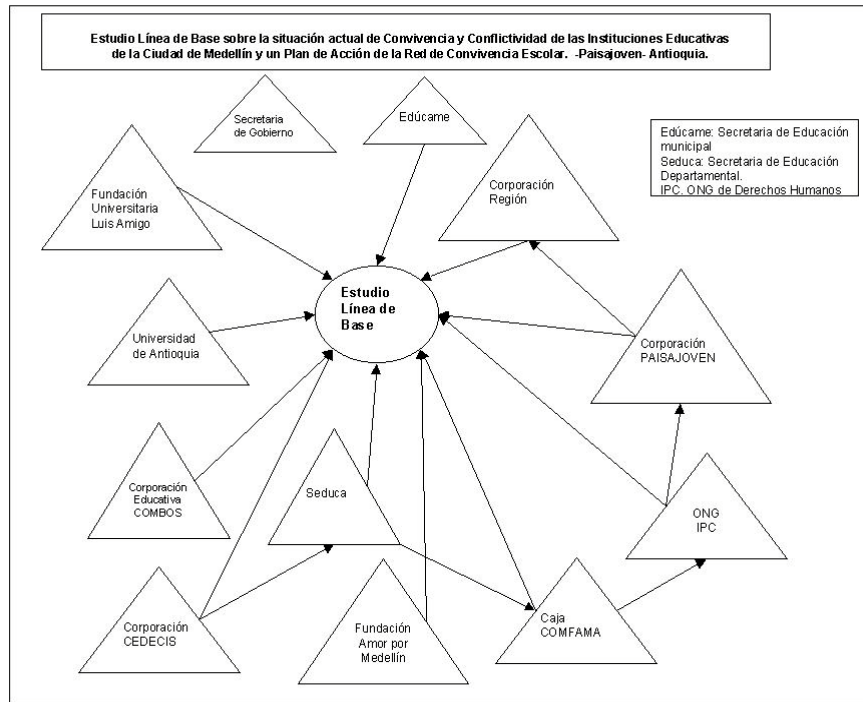
Project objective	Project name	Number of institutions signing agreement	Number of institutions identified in the participatory evaluation	Changes during project implementation
Fortalecimiento	Catatumbo	6	5	2 nivel: 5 3 nivel: 15
	*Escuela de Liderazgo	7	10	3 new: Convivamos; Fundación Confiar; Colegio Mayor
	AGROACTUAR	4	8	Con cambios
	SEPAS	5	3	6 a segundo nivel
	ASOHECO	N.I.	14	Información amplia
Capacitation gestión	Red de Convivencia Escolar	13	12	Densidad distinto de contribuciones
	COASOBIEN	3	3	Universidad lejos y pequeño : con problemas
	Corpo. Versalles	1	15	2 importantes Corpoversalles y Grupos Comunitarios
Consolidation	Borromeo	4	4	8 al segundo nivel; 4 a tercero nivel
	ALCONPAZ	6	6	Muy bueno ejemplo de tamaños/ positivo negativo
	Paz y Bien	N.I	12	Información amplia
Replication	Federación Nacional de Cafeteras	6	Ninguna Información	
	Olimpiadas Culturales	9	12	No identifica el manera de replicar
	UNIBAN (GESTA)	7	4	Alcaldía municipal, asociaciones de mujeres, y Corpamag no están identifica

Types of Alliances and characteristics of linkages
Table 9 shows the extensive range of alliances, indeed the rich diversity among the alliance projects. The number of institutions signing the project agreement varied from 1 to 13, while those identified in the participatory evaluation (PA) ranged from three to 14. In some cases the number increased between the signing and the PA, while in other cases it declined. In other words no clear trends could be identified. However it is important not to assess *a priori* the success of an alliance in terms of the number of signatures to the agreement. In the case of Versalles, for instance, only one organisation signed the agreement. Yet, as illustrated in the institutional map below, Corpoversalles is the hub of a network of a wide range of other local institutions, all of which involved in the participatory planning process being undertaken by the project. At the same time it does raise issues as to the definition of an alliance (see below).
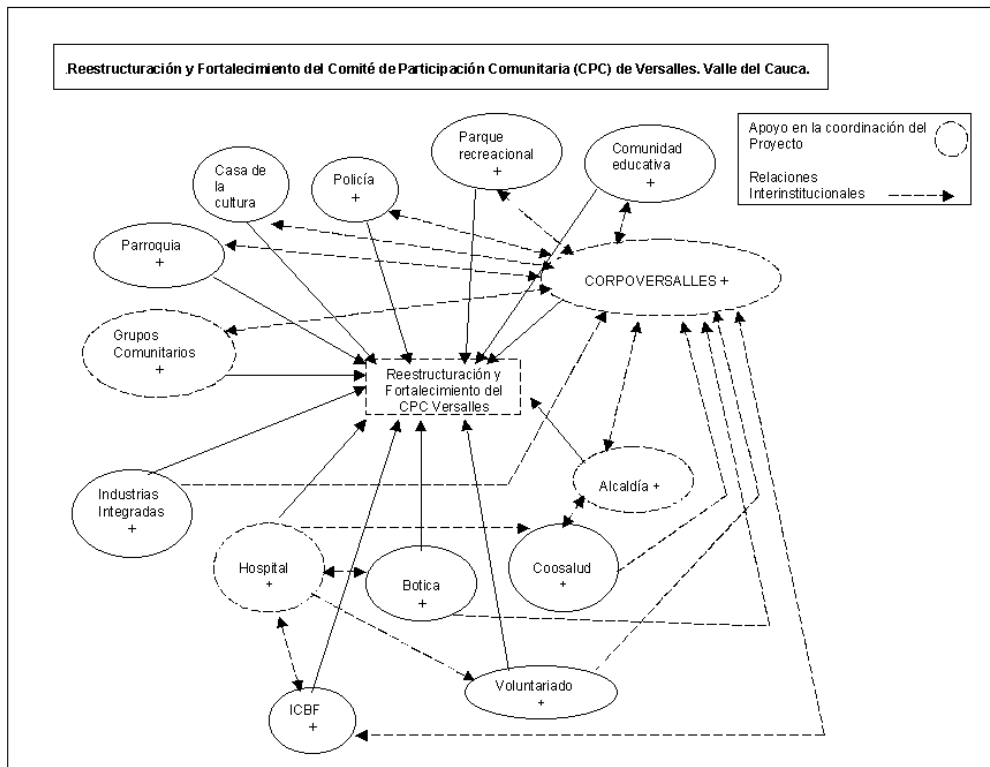

The PA also provided examples of alliances that had increased the number of alliances during the course of the project. This is a clear indicator of success in attracting other institutions to the concept of alliances while implementing the project, with an associated addition institutional collaboration ensured. The Escuela de Liderasco, Paisajoven, provides a good example of this, again illustrated by the institutional map below.

Estudio Línea de Base sobre la situación actual de Convivencia y Conflictividad de las Instituciones Educativas de la Ciudad de Medellín y un Plan de Acción de la Red de Convivencia Escolar. -Paisajoven- Antioquia.

In other cases the number of active working partners was less than the number that had signed the agreement, suggesting that this was more of a formality than an active ongoing collaborative arrangement. In addition alliances were created in different ways, with potential implications for their sustainability. In some case they appear to have been indigenous 'bottom up' structures (such as Versalles, Escuela de Liderazgo, Catatumbo), while in other cases it would appear from the information provided that they were created in order to undertake the alliance project (such as Borromeo-Barranquilla, COASOBIEN, Paisajoven). Obviously a comparative assessment of this issue require a longer time frame than that provided by the project.

In some case it was difficult to distinguish between the alliance itself and networks with other organisations. Project holders found this particularly difficult when their projects were really ongoing programmes receiving resources from different funding sources, with DFID one of a number of forms of financial support.

Few organisations identified linkages within their alliance as being negative in nature, although ALCONPAZ was an interesting exception. Here in an alliance of six institutions, two are identified as positive, while the other four have both positive and negative aspects (see below). Finally, the PA provided the opportunity for project holders to identify their perceptions of the relative importance, and associated power, of different organisations within an alliance. COASOBIEN provides an interesting example. Not only is this a very small alliance, essentially linking the ICBF and Associations of Hogares Comunitarios, but the third partner, the local university is perceived as much smaller in size (less important) and depicted in the institutional map as spatially distant from the other two institutions. It is important to emphasise that this
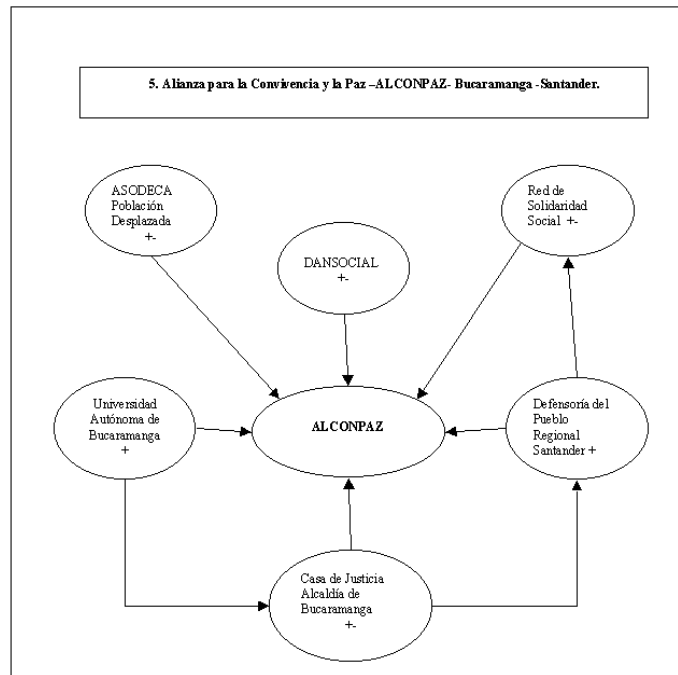

assessment of institutional relationships is entirely based on the perceptions of those project holders who participated in the participatory evaluation.

Above all the PA identified a number of important issues with implications for next stages of the project. External consultants advising local groups, particularly during the project preparation phase, did not necessarily share a *common working definition* of an alliance. A short training session with each consultant as he/she is hired would ensure confusions do not occur.

One of the most striking findings was the marked difference between alliances and networks. An excellent example is provide by the Catatumao project where five institutions are clearly linked into an alliance that incorporates the local government, ECOPETROL, the Church and a local CSO. The objective of this project is to strengthen some 15 institutions across three sectors. In this sense the project was working at two levels at the same time, with an inner core of partners and an outer core of linked institutions, many of which were public sector entities. This is well illustrated in the diagram drawn in the PA.

Fortalecimiento de la Asamblea, Catatumbo, Paz y Desarrollo- Norte de Santander
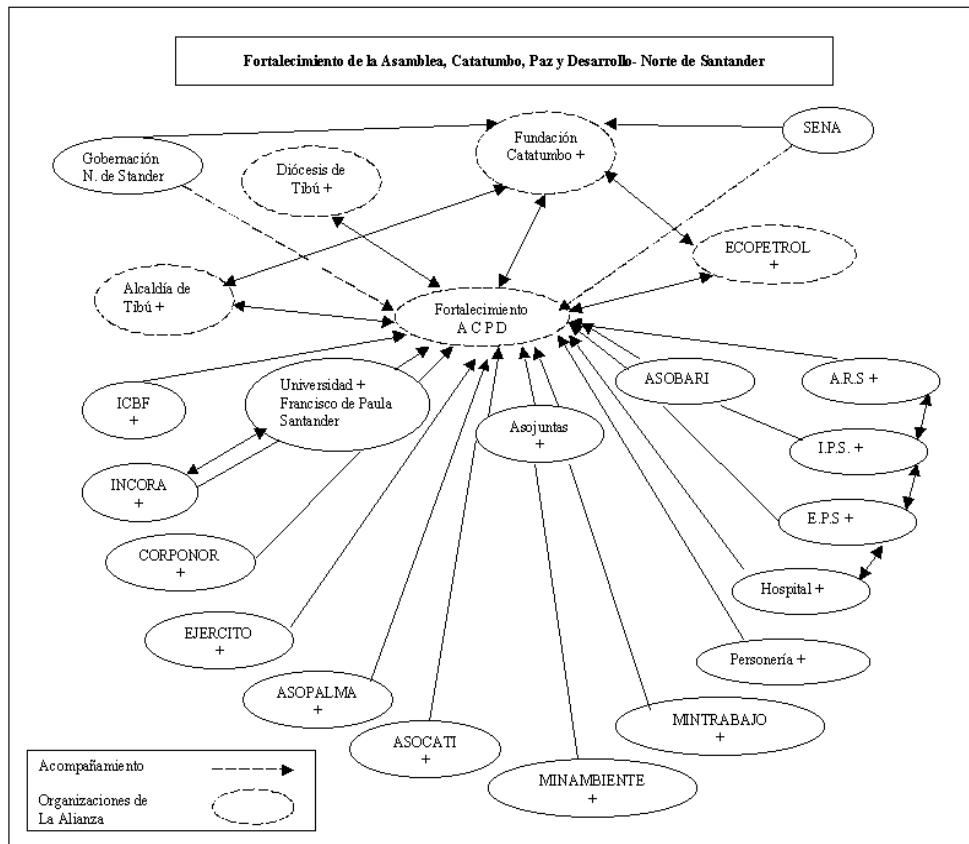
2. Contribution of the Seedcorn Fund to the overall Project

The Seedcorn Fund, and its associated projects, is undoubtedly the hub or engine for the whole project. This is where the concept of alliances is tested empirically, with successful examples providing important dissemination material to generate further support for the concept. Undoubtedly, because of the importance of this component it has probably taken up an overlarge amount of the time of both the Executive and Coordinating Committees relative to other project components.

Precisely because of the Seedcorn Funds capacity to 'test' sustainability of existing models of alliances (when provided with financial support) as well as piloting and new models of alliances it is critically important for realistic evaluations to be made. Both successes and failures need to be noted in order to identify correctly those types of alliances to be supported in future projects.

4. United Kingdom Study Tour

The third component was a study tour for Colombian local community representatives, identified as leaders in local peace building initiatives, to the United Kingdom, both to London and Northern Ireland. The objective of the study tour was to familiarise the group with British community-level solutions to two very specific issues identified as of comparative interest to Colombians.

- First was the issue of drug consumption, a severe problem according to the perception of local poor urban communities. The phenomenon of drug consumption is largely invisible in the Colombian context even through it was one of the most important results of the Colombian participatory urban appraisal of violence (See Moser and McIlwaine 2000).
- Second was the issue of community-based violence reduction initiatives. These included community safety partnership programs in London, as well as those in the Northern Ireland post-Good Friday agreement context.

1. Details of the Study Tour

A group of eleven local community representatives, together with Jairo Arboleda, Fiona Clark and Caroline Moser visited the United Kingdom between September 15th and October 1st, 2000. The Colombian group was highly diverse and included, the following people; two policemen working on community and youth drug issues; a Franciscan nun involved in a community program for women; two workers in a gang program; a local councillor and project staff member both from a very high conflict area of the country; an ex-combatant involved in community programmes; a student leader involved in youth programmes, and the regional leader of a peasant organisation.

In London they visited formal institutions such as the Home Office and Drug Prevention Advisory Service as well as three community level projects focusing on youth offenders and community-based drug mentoring. In Northern Ireland they spent time in both Belfast and Londonderry. Here again formal institutions visited included the Royal Ulster Constabulary and the European Special support Programme. Most important of all, however, were the diversity of community-level projects visited in both Loyalist and Republican areas of each city (see Annex 6 for a detailed briefing of study tour projects).

In total the group visited some 17 sites and projects. Sufficient time was allocated for the group to reflect on their experiences prior to providing DFID with a briefing of their main findings. The participants in the study tour identified the following four themes, which they considered of greatest relevance for their work:

- Youth, violence and drugs
- Community restorative justice
- Memory, identity and reconciliation
- Community development for peace

Members of the study tour presented a summary of relevant aspects of each theme, and of their potential application in Colombia, at a debriefing session with staff of DFID on September 29.

2. Descriptive Findings

Contextual comparisons between the two countries
The study tour provided an important opportunity for the Colombian groups to compare the violence-related situation in the UK with that of Colombia. Of particular significance here were the following:
- *Size, scale and level of development:*

For the Colombians the impact of conflict reduction intervention in Northern Ireland, with a population of 1.5 million people violence was a different order of magnitude from Colombia with a population of 42 million.

- *The role of social security:*

In the UK the state guarantees a level of universal access to health, education, housing and unemployment subsidies for most people. In contrast, in Colombia, the coverage of health, education and housing is at a far lower level and there is no unemployment subsidy. In this context, development workers frequently have to deal with basic needs of the population prior to addressing peace-specific issues.

- *Nature of trust in contexts of armed conflict:*

Here again there were important contrasts. In Northern Ireland, the group noted the great sense of community and trust *within* Catholic and protestant communities, with armed groups on each side perceived as protectors and part of the community. At the same time there were high levels of sectarianism and distrust *between* communities. In Colombia, on the one hand, communities are not so clearly identified by their allegiance to one or other group in the conflict. This results in high levels of distrust and suspicion within communities as well as between them.

- *Gendered nature of participation in community-based peace projects:*

The group was surprised at the invisibility of women in local projects and their absence from leadership positions in projects and programs, except in women-specific groups. This contrasted strongly with Colombia where women are critically important both as leaders and as rank and file members of community projects.

Comparisons between the UK and Colombia in terms of peace / violence reduction interventions
A number of issues were of particular comparative relevance:
- *Differences in levels of information and background research as the basis for the formulation of policy and planning interventions:*

In the UK there was far greater recognition than in Colombia of the importance of information. Acknowledgement that without good information there cannot be good policies and programs, resulted in a greater prioritisation on the collection of accurate, timely data.

- *Clarity in the formulation of objectives and strategies with achievable and measurable targets*

UK practitioners appeared far more pragmatic in their approach, more focused on practical actions to deal with issues or problems, rather than on comprehensive concepts or discourse, more prevalent among peace and development workers in Colombia.

- *The ability to set up achievable and measurable targets*

In Northern Ireland there appeared to be a greater ability to focus on modest, small achievable targets than is the situation in Colombia. This resulted in smaller scale interventions which were highly individualised and needs based, rather than being based on generalised solutions

▪ *The use of participatory rehabilitative models especially for youth offenders*

The use of tutoring and role models was acknowledged as an innovative way of dealing with anti-social behaviour (especially among youth) and rehabilitation from drug and alcohol abuse as well as other social problems. This participatory and responsive way of working is less common in Colombia.

The most important 'messages' the group took back to Colombia and the importance of the follow-up workshop

Evaluations undertaken at the end of a visit such as the Colombian group undertook to the UK often produce 'feel good' results. Therefore a workshop in Bogotá a month after the end of the trip provided the opportunity to follow up with was critical in a number of respects. These included the following:

▪ It allowed group members to reflect on the most important issues they had learnt on the trip with the advantage of a little distance

▪ It provided a support structure for those attempting to implement some of the lessons they had learnt from the trip

Further follow-up a year later during the final evaluation with some of the group members made it possible to establish whether any of the issues were of importance to them. Interestingly enough there was a very high level of consistency across the group and at all stages concerning the critical importance of two issues

The construction of memory

The group was overwhelmed by the manner in which Northern Irish communities honour the memory of those who have died in the conflict, whether it be through murals, public monuments or more simple lists on the walls of their offices. This 'construction' of memory was identified by the group as an important element of identity for communities seeking social and political inclusion. At the same time acts of homage and commemoration were essential in processing pain and suffering at both individual and collective level. They felt that public inscriptions of private pain were a way of avoiding bitterness. Recognition of the acts that have affected people (such as Bloody Sunday) was the first stage in people mending themselves. Equally this helped them not to forget the terrible times that they had been through, and therefore assisted in strengthening their resolve and commitment to avoid it happening again.

Restorative justice

This was identified as the most useful community-based solution that had the capacity to be translated into the Colombian context. In Northern Ireland local communities mistrust formal systems of justice, whether they be the police or justice system. Consequently this holistic alternative form of local justice has had some success in dealing with crime, robbery and other forms of anti-social behaviour. Restorative justice focuses less on the punishment of perpetrators and more on community-identified sanctions against them. This acts as a mechanism for their acceptance and reintegration by victims and local communities.

3. Evaluation of the UK Study Tour

The Study tour in itself

Studies tours are often perceived as a very expensive initiative in terms of the number of people that can benefit from them. However the experience of the UK study tour, described above, shows exactly how important such experiences are even if only a few people can personally benefit from them. Equally prior to the tour there was some cynicism as to what a group from Colombia would find of relevance to them in the Northern Ireland experience. However, in

reality, at every project visited, both the Colombians and the Northern Irish were overwhelmed emotionally by the commonality of their experiences living through conflicts. This illustrated the importance of such opportunities for shared concerns and interests, regardless of language, culture or type of conflict.

While the exposure to drug issues in London was a very useful learning experience for the group, the visits to community groups in Northern Ireland were important in generating international solidarity about the pain and suffering that conflicts cause. At an individual level it provided a very welcome break to stand back from the intensity of their lives and reflect, while as a group it provided the basis for important future collaboration and support back in Colombia.

The contribution to the overall Project
While it is important not to overemphasise the impact of a small study tour, nevertheless a number of modest contributions are evident. First, the selection of community leaders, rather than important government leaders or well-known academics, sent a very clear message concerning the critical importance of local communities for the overall success of alliances. To reinforce this message, participants from the UK study tour gave presentations at a number of the Regional Synthesis Forums, which also provided the opportunity for a dissemination of their main impressions

A number of individual participants identified the way in which they were introducing the concept of the 'construction of memory' into their ongoing work. These included the workers with gangs who followed up with a mural project, as well as the ex-combatant who introduced some of the ideas she had acquired on the trip into an ongoing project with women ex-combatants. At the level of the project as a whole additional follow-up and support from Irish colleagues resulted in the issue of restorative justice being integrated into the design of one of the most recent Seedcorn funded projects (see below for further details).

4. Local Initiatives for Peace Synthesis Workshops

The objective of the synthesis workshops, as identified in the DFID project memorandum, was to bring together the results of the first three components described in previous sections, to provide a forum for discussion and evaluation of these elements and disseminate them to relevant stakeholders. The focus was on lesson learning with participants including municipal authorities, CSOs, community organisations and the private sector.

1. Details of the Synthesis Forums

As itemised in Table 2, four regional synthesis forums were held during 2001 and 2002 in the four cities of Manizales, Medellín, Cali and Bogotá with a further Forum specifically for businessmen and women also held in Bogotá in 2002. In total, some 1,400 people attended these events.

Each Forum was organised and managed by local representatives of the three alliance sectors who designed their own programs to include good practice examples from the Alliance Project as well as local non-project examples.

- The Manizales Forum ' Alliances, Convivencia and Development', for instance, was organised and run by an informal alliance that comprised the Office of the Mayor, the University of Caldas and the Chamber of Commerce. Some 350 delegates participated from the three coffee growing departments within which Manizales is located. This included a broadly based group of mayors, government delegates, cabinet members, NGO leaders, community organisations, business and civil leaders. The Mayor of Manizales and the World Bank's Resident Representative opened this one-day event. The program comprised presentations on three of the Seedcorn Fund supported projects as well as two local alliance projects in Manizales. It also included commentaries from two of the participants on the study tour to the UK and Northern Ireland

- The Medellín Forum 'Alliances, Conviviencia and Development' was organised by a committee comprising an informal alliance among the ProAntioqiua Foundation (a business sector foundation), the Departmental Government and COMFAMA (public sector). Some 300 persons attended the event and the program, similar to that in Manizales, combined Seedcorn and local alliance experiences, as well as the perceptions of participants on the study tour to the UK and Northern Ireland.

- The Bogotá Forum was organized by the District's Culture and Tourism Institute (Institute Distrital de Cultura y Turismo) designated by Bogotá's Mayor for the task. In order to identify existing alliances in the city a small 'Convocatoria' process was undertaken which generated a great deal of interest in the city over a 6 month period. The World Bank Representative and the Mayor opened the Forum in April 2002 attended by 450 people including local mayors, government representatives, delegates from the 'juntas de acción comunal', CSO representatives and community organizations. A total of six projects were presented, four from the Seedcorn fund and two identified through the District's Convocatoria process followed by a lively debate to discuss the relevance of the alliances for the Bogotá

2. Descriptive Findings[8]

From interviews undertaken during the mid-term Review on two of the Forums, in Manizales and Medellín, it was clear that both events were perceived as highly successful for a number of reasons. These included the following:

Well-organised events with local ownership
The most important reason for their success was perceived as the ability of the organising committee to attract a large number and range of people. In both Forums committee members agreed that the invitation was taken seriously because the mayor or the departmental governor signed it, along with the World Bank and the Corona Foundation. This served to attract an influential audience. In Manizales, the fact that 400 persons were invited, 200 confirmed and 350 attended was identified as an indicator of success. The Forums were also seen as an opportunity for face to face meetings and the development of personal contacts with those from different sectors, as well as with 'ordinary people'. Finally, the fact that events were perceived as well structured and professionally organised, with an emphasis on practical actions and interventions instead of academic discussions was perceived as another indicator of success.

Dissemination of information on good practice examples
All the Forums provided important opportunities for detailed learning experiences as to how alliances were structured. Practical examples were provided from those currently working in them, including information as to how to set up an alliance and how work within one. It was considered strategically important to provide positive examples of successful experiences in order to show that alliances work and what results they can show.

Reinforcement of the legitimacy of the concept of alliances
Whilst financing from the Seedcorn Fund had not created alliances as a new phenomenon, it was an important catalyst for existing alliances to continue, to be strengthened and to be expanded. Dissemination of other ongoing experiences of alliances, such as the *Jovenes en Accion* project in Manizales (see Box 2) provided an important opportunity to reinforce the worthiness of working through alliances. Again this was strengthened by the endorsement of such experiences by outside institutions such as the World Bank, DFID and the Corona Foundation.

Demonstration of the important collaboration between the government and business sector:
In the Manizales workshop invitations came directly from the Mayor of Manizales, while in Medellín the Governor of Antioquia endorsed the event itself, as well as the overall concept of alliances. This in turn assisted in strengthening the trust between government and private sector, with the potential outcome one of closer collaboration and cross support.

Media coverage of Regional Forums to disseminate the concept of alliance
In a context where the media prefers negative news or scandal to reporting on positive events this presents particular challenges. Therefore, as documented in Annex 6, media coverage in both regional as well as national newspapers provided a means for further dissemination of the concept of alliances.

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[8] This section is based on findings identified in the mid-term Review. Time constraints meant it was not possible to undertaken further interviews with organisers of other events during the final evaluation fieldtrip.

Box 2: The Manizales *Jovenes en Accion* pilot programme

The Municipality of Manizales is currently piloting a youth employment programme, lead by the Mayor of Manizales and the local business sector (including international companies such as Bata) to train and employ 100 'at risk' youths between 18-25 years old. The aim of the programme is both to build capacity and train young people in skills they can use in the labour market, as well as fostering their de-stigmatisation by, and reintegration into, their families and local community. The program hopes that investing in youth will make them less vulnerable to the influence of violent actors, drug dealers and other destructive influences.

The young men and women spend half their time on the program being trained and gaining work experience in the participating companies, and the other half participating in local community service. The programme has had a tremendous impact in terms of breaking down barriers between youth, the state and the private sector, as well as improving the self-confidence of youth. It makes a great difference to them and their families that they now have something to contribute to the household.

The programme has now been expanded to include a pilot group of 20 young delinquents. Although the initial interaction with this group was not easy, a change in the attitudes of both parties has been noted. The young people have started to trust the local state institutions as represented by the mayor, and he himself has accepted them as a group worthy of investment. This has helped to persuade private companies to include these young people in their employment programme. The long-term idea is to build the capacity of such young people for them then to be able to set up small-scale businesses of their own.

The publicity created by the dissemination of this pilot project at the synthesis workshop in Manizales has resulted in an expression of interest by central government, which allowed the Mayor to make suggestions to the redesign of the Plan Colombia *Jovenes en Accion* component.

3. Assessment of the Regional Synthesis Forums

The Regional Synthesis Forums in themselves
The Regional Synthesis Forums were clearly an important final stage in the Local Initiatives for Peace Project to disseminate work undertaken in the other components. The fact that these were well-organised, professional-level workshops, attended by large numbers of people, attests to the success of this component. Of particular significance was the flexibility with which they were organised. For instance, the Bogotá District Workshop took on a life of its own when the local organisers insisted on using it as an opportunity to examine the whole concept of alliances for themselves, prior to organising the actual event. This delayed the event by some months—which was agreed, indeed reinforced, by the Co-ordinating Committee.

Another example of a flexible planning was the decision to run a Forum specifically for businessmen and businesswomen in Bogotá. In this case it was also a response to a constraint the mid-term review highlighted. This concerned the fact that the private (and especially business) sector was the least represented sector in the alliance. In its design, therefore, the Business Forum was a smaller more focused event, intended to address the particular needs and concerns of this sector. Thus the Synthesis Forums were important events to disseminate the concept of alliances as well as motivate existing alliances to develop new projects they were not intended as learning events.

While they have certainly achieved their objective, in planning the next stages of the project it may be important to shift towards more local skill building if new, as against existing alliances

are to be generated. Three issues are of particular relevance here. First, although the presentation of positive examples was received with great enthusiasm these can have a potential tendency to generate high levels of expectations among participants that may not be met. Thus it is important to be realistic not only about the achievements of alliances but also to be transparent about constraints and limitations. Second, are the challenges of disseminating the concept of alliances beyond 'the converted', to less convinced audience. This relates to institutions such as the business community (as addressed above), CSOs and local municipalities, as well as spatially in terms of outreach to more peripheral departments in the country. Third, is the need, indeed demand, to go beyond large 'jamboree' type events to nuts and bolts workshops, or other training events, that provide the necessary level of detail for people seeking to strengthen or start an alliance (see final section for further discussion on these issues).

The contribution of the Regional Synthesis Forums to the overall project
One of the objectives of the overall project is to enhance peace at the local level. Important in this is the fostering, or building, of trust and confidence, or social capital, between different social actors. The Synthesis Forums provided the opportunity for government and the private sector to listen to community voices and experiences within alliance-focused projects, and to acknowledge their capacity for designing planning and implementing local development projects. In so doing they played an important role in building elements of trust and strengthening civil society's confidence in the public sector and municipality.

In giving recognition to the importance of the business sector in building peace at the local level, the Synthesis Forums were also an important vehicle for building long-term support from the business sector. This will be essential if alliances are to be sustainable and expanded beyond the life of the project itself. Of particular significance in the economic downturn, was the distinction between departments included in Plan Colombia and those that were not. Running the workshop in Manizales, for instance, was perceived as strategic recognition of the need to address the economic problems experienced in an important coffee-growing region. The region was largely excluded from Plan Colombia due to its relatively low indices of poverty, violence and conflict, as well as low level of coca cultivation. Local government and the private sector used the event to challenge Plan Colombia's focus on the most needy and poorer (resource less) regions, claiming that it was equally important to strengthen richer, but volatile, areas to prevent them from deteriorating. With declining coffee prices the situation in Caldas was seen as rife for the penetration of coca production into the area and, with it, the potentially devastating consequences of armed actor presence.

Part Two: Evaluation of the Overall Project

The overall project is the sum of the individual components. Part One, which focuses on the four project components, provides an assessment of each of the components itself, as well as highlighting its contribution to the project in totality. Consequently this section assesses the following two issues:

- The overall budget, timetable, and staffing
- The overall project objectives

1. The Overall Budget, Timetable and Staffing

The DFID supported Local Initiatives for Peace Project. Forms part of what the World Bank and the Corona Foundation refer to their Alliance Programme. As such it has benefited from the financial contribution of the Corona Foundation. This constitutes some 24% of the overall budget, as against DFID's input of 78%. Table 10 provides a summary of the budget as allocated at the outset in the project memorandum.

Table 10: DFID budget for the four project components:

Components of the Local Initiatives for Peace Project	Total by component	% of total budget as defined in the Project Memorandum
1. Convocatoria Case Studies Learning Events Prizes	150,000	25.7
2. Seedcorn Fund	200,000	34.3
3. Study tour to N. Ireland	100,000	27.1
4. Regional Synthesis Workshop	80,000	13.8
5. Coordination of project (by the World Bank in Washington DC)	53,000	9.1
TOTAL	583,000	100%

In assessing the **budget** allocations, unfortunately it has not proved possible to compare the budget allocations with the actual amounts spent. This relates to differences in budget lines between the World Bank in Washington DC and those in the original project memorandum.

Turning to the issue of **timing,** the project has taken longer to complete than originally anticipated. This relates first and foremost to the delay in the transfer of funds from DFID to Washington. The first disbursement made available to the project was in November 1999, and not April 1999, as indicated in the MOU. To address this delay an extension was requested, such that the funded project was undertaken between November 1999 and March 2002.

A second delay related to the under-estimation of time necessary to implement the four project components. As described above, this was a highly complex project with a large number of different outputs. Throughout the project the tremendous concern of the Co-ordinating Committee with high standards and complete transparency has understandably caused the process to move at

a slower rate than anticipated. In addition, budgets have been creatively stretched, (helped by advantageous exchange rates), to include more events, more Seedcorn Fund projects and more participants on the UK study tour, than defined in the Project Memorandum. Although the extension granted by DFID resulted in successful completion of the DFID funded work by March 2002, nevertheless the inevitability of the different delays raises issues that could be better built into the design of future projects of this sort.

At the same time it is important to note that the project was not affected by the risks identified in the Project Memorandum relating to a worsening external situation in Colombia. During project implementation the conflict situation in the country deteriorated considerably. In what might be seen as a somewhat perverse outcome, this actually increased the importance of the project, both for the Co-ordinating Committee as well as for the more than a thousand Colombians involved in one aspect or another of the project.

One potential way to speed up a project of this type might be to provide additional resources for the staffing component of the project. Paid staff time such as Margaret Flores (Fund manager, Foundation Corona), and Andrea Vargas and Blanca Cardona (consultants) was provided and financed by the Corona Foundation. As identified above, the project would have benefited from additional staff to supplement the tremendous demand for technical support at all stages of the project. At the same time it is important to recognise that members of the Corona Foundation, particularly Guillermo Carvajalino, the Director, contributed a considerable amount of assistance and guidance on a voluntary basis, as did other members of the Executive Committee. This was particularly difficult for NGO members on more modest salaries.

Also important was the unpaid support provided by the two implementing agencies. The Corona Foundation undertook all local administration and accounting relating to the Seedcorn fund and the Convocatoria. In addition, Jairo Arboleda as a World Bank staff member was not paid for the 10-15% of his time that he devoted to the project. Around 80% of the transport budget for his participation in events was provided by World Bank office in Bogotá, with considerable administrative support from World Bank, again outside the budget. Finally it is important to mention the serious commitment of Resident Representatives, first Felipe Saenz, and then Alberto Chueca, who in turn participated in at least 50% of the regional events, and 100% of national events entirely with support from World Bank

2. The Overall Project Objectives

As discussed above, all four project components not only successfully completed all their different tasks, but also often extended their coverage to include additional inputs. This includes the intention to hold a final national synthesis forum in August 2002 to coincide with the inauguration of the new President, Alvaro Uribe.

Therefore in assessing the extent to which the project met its objectives it is necessary to consider whether the sum added up to the total of the parts. And if not, why not? At the outset it is also important to recognise a number of issues
- The scale of the initiative relative to the context in which it was located. The total budget was $583,000 and although this is a significant amount of money, given the magnitude of the conflict in Colombia this is obviously a modest contribution to the overall situation.
- The time frame to evaluate overall project objective
- The indicators by which it may be assessed

As stated at the outset, the project's goal was to support the peace process in Colombia by strengthening peace initiatives at the local level. More specifically its purpose was to assist the World Bank to identify and support best practice in local peace building initiatives, consistent with the overall CAS goal of contributing to create conditions for durable peace and sustainable development.

Since the project started the situation at the national level has deteriorated considerably. Despite President Pastana's efforts to negotiate with the most important guerrilla group, the FARC, these have failed. The result has been increased brutal conflict inflicted by the FARC, the paramilitary groups known as the AUC, and, to a lesser extent, the other guerrilla group, the ELN. At the same time there has been an increasing recognition of he complexity of solving the conflict. This is particularly problematic in a context in which all parties are actively engaged in the cultivation, production and distribution of drugs to support and sustain their armed activities. The recent acknowledgement by the US government of the failure of the $1.5 billion Plan Colombia aid package to reduce levels of drug production or conflict has highlighted the enormous challenges that lie ahead if the country it to achieve sustainable peace.

The increased conflict makes local level alliances even more important than could have been anticipated when the project was designed. The example of Catatumbo, one of the Seedcorn funded projects, well illustrates this. The project is located in such a highly conflictive area that the state and civil society institutions have 'abandoned communities', to all extent and purposes. The alliance project is the only local initiative that inclusively involves disaffected groups such as young men. The workshops, in which they participated, were assessed as important as a deterrent helping to ensure that they did not join the local armed forces. This example also shows they way in which projects adapt to the local reality. In some contexts their primary function is as a deterrent against increased conflict, rather than as an initiative to strengthen peace processes. However, in identifying, documenting, learning from, and disseminating local initiatives for conviviencia and peace, such projects ensure this local knowledge and commitment is in place for such a time as is becomes possible to implement more extensively good practice examples for a peace building process.

 It will only be possible to assess whether such good practice examples contribute to create conditions for durable peace and sustainable development if, and when, the broader political climate changes. That said, Colombians are increasingly searching for alternative local, more participatory, institutional and organisational models with which to rebuild their war-torn country. And, this is where the concept of alliances for peace, and the work undertaken during the project has already shown that it has an important role to play.

2. Unanticipated Outcomes from the Local Initiatives for Peace Project

Identification of unexpected outcomes from the project can be useful indicators of a growing commitment to this particular approach to local, community lead development. To mention just a few of these from the different project components, are the following:

The Seedcorn Fund component
Here a new initiative has been the development of a restorative justice project by one of the group who participated in the UK study tour. To support this the Co-ordinating Committee invited two community workers (one a Republican the other a Loyalist) involved in restorative justice projects that the group visited in Northern Ireland to pay a return visit to Colombia. This allowed them to share their experiences, and provide advice those involved in developing the restorative

justice project in Cali. Such an example also illustrates the synergies and interrelationships between the different project components.

The Regional Synthesis Forums
A number of unexpected outcomes from the regional synthesis forums can also be identified. In Manizales the Rector of the University of Caldas, impressed by the Versalles case study as an alliance model, has restructured his collaborative working relations with four Universities so that they form an alliance, along with teaching the concept of alliances in University courses. In addition, the University of Antioquia has incorporated the concept of alliances into their curriculum by including a module on alliances in its *Diploma de Responsabilidad Social en Empresas* (Social responsibility in private companies). This is based on the materials and experiences produced by the DFID programme. Finally, members of the co-ordinating Committee are providing inputs for a newly developed training programme on alliances at the Minuto de Dios University in Bogotá.

An example of the influence outside of Colombia of the project is provided by the fact that the Getulio Vargas Foundation in Brazil, with support from Ford Foundation Santiago Chile, is organising a Conference to analyse the experience of Alliances in the three countries of Brazil, Colombia and Chile. This will include the participation of the private sector, with 10 representatives from Colombia (5 from projects, 5 with analytical ability).

A new technical assistance component supported by the Project
During the course of the project two particular challenges emerged. First was the relentless never-ending demand for more information from Colombians about the project and the concept of alliances. Second, was the demand for instruments and tools to facilitate those groups wishing to form an alliance.

To meet this demand a new component of technical assistance was introduced with three instruments, or tools, in the process of being developed. These are as follows:
▪ Website
The Website is a site within the existing Corona Foundation site. It is linked to the World Bank's civil society page on its website and as such provides the opportunity for global dissemination. Indeed, the Getulio Vargas Foundation first learnt about the alliance project through the website (see Annex 10 for Details).
▪ Manual
This is intended to provide a practical set by step guide to those intended to set up alliances. It is still in draft stage and requires further simplification to make it reader friendly
▪ Video

All of these ongoing initiatives are intended to go beyond the current stage of dissemination of good practice to provide concrete advice and assistance for those wishing to start, reactivate or strengthen an alliance. All three are in the early stage of development, and therefore should be link closely to the next stages of the alliance programme (see below).

Part Three: Recommendations for the Next Phase of the Project

This evaluation has sought to show the tremendous achievements of the Local Initiatives for Peace Project, as well as to highlight the critical importance of this initiative in the current Colombian context. This makes it essential to continue the project. For this further support both from the business community in Colombia as well as external donors is highly recommended.

While the project could very usefully continue with its present focus and objectives, the evaluation has provided the opportunity to assess the ways in which in a next phase the project could usefully shift, or augment, its focus to take on new challenges and pioneer new approaches to alliances. The worsening situation in present day Colombia makes these more important than ever before The following recommendations, therefore, are intended to assist in the formulation of a next phase:

1. Overall Focus

In the next phase the project could benefit from shifting its focus in four inter-linked ways:

- It needs to increase its spatial coverage to include more peripheral, excluded areas of the country. Associated with this may well be a modification of the definition of alliances, especially in those areas where the state presence is very limited and /or the functioning of local municipalities has been seriously undermined by the activities and threats of the different armed forces

- It needs to shift from supporting existing alliances in various ways to creating new alliances, again broadening the definition of an alliances

- It needs to shift its dissemination strategy away from large scale regional events focusing on good practice to more specific skill building workshops, whose objective is to assist participants in the design of alliance related proposal. This may also include field visits and other types of exchanges

- It needs to develop realistic, modest indicators by which it can measure project outcomes and ensure that these are agreed and incorporated into project proposal

2. Detailed Recommendations

Increasing the project's spatial coverage
To date the project has focused over-heavily on the three important departments of Antioquia, Caldas and Calle de Cauca. As mentioned above, this is understandable and is the outcome of a number of interrelated issues. These include the importance of these departments within the country, their entrepreneurial tradition and associated strength in the recognizing the importance of the concept of alliances, and, associated with this, the stronger support networks already in place fur such an initiative.

Also mentioned above, the use of regional universities as nucleus points has tremendous advantages in terms of resources and time—allowing the project to build on success work undertaken in the previous alliance for poverty reduction project. However, as with any network there may be some limitations, in this case relating to constraints in access to civil society organizations and the private sector in more distant parts of the country.

In a next phase one of the biggest challenges facing the project concerns its capability to extend its coverage to other departments of the country. In Colombia, levels of conflict are highest in those areas where the local population is most excluded from the mainstream of Colombian society. This includes the urban slums of cities such as Cali, Medellín and Bogotá, as well as departments on the country's periphery. The latter are often resource rich, but for historical and spatial reasons have a much lower level of state presence. This has been exacerbated by attacks on the state by the different armed groups.

The design of an alliance project *a priori* faces particular problems in contexts such as these, because it is based on the tri-partite representation of the state, private sector and civil society rather than one sector. To summarise, in context specific locations across the country constraints include the following:
- The lack of trust of civil society organisations and community organisations in working collaboratively with local government
- The historic marginalization of peripheral areas of the country both in the South and West of the country relating in a very low state presence
- The increasing threats by armed forces against local municipalities reducing even further alliance partners from the state
- Associated with this low levels of urbanisation or private sector productive enterprises

To overcome such constraints the project may need to develop new types of outreach to identify potential projects in such areas.

Broadening the definition of alliances to support the creation of new alliances
To achieve a more inclusive coverage may require the broadening of the concept of an alliance, as well as thinking creatively about new strictures and forms. Particularly in those areas of the country with weak or non-existent state presence (or mistrust of them) rigid rules concerning the tri-partite nature of an alliance may preclude the development of such partnerships. What is required is innovation and experiment to develop new alliances that continue to promote the partnerships between government, business and local civil society organisation but that are more flexible at the initial stages in their institutional composition.

The success of the now completed phase of the project paves the way for a higher risk strategy that might include projects whose objective is, in itself, to develop a tri-partite structure. This

would seek to bring together as partners institutions that previously have not worked together, and therefore have associated low levels of trust.

Changing the type of technical support: From dissemination to skill building
In the next phase the project needs to shift from broad dissemination workshops to more 'hands-on' training and skill building through smaller workshops and other instruments. This includes not only support with project proposals but also more technical support throughout the project cycle, with consultants themselves provided with collective training.

Field trips both in Colombia and elsewhere are a valuable training tool. However, if sufficient resources are available it is better to send two people from each project on any trip. This will allow for crucial mutual support once back in Colombia when trying to introduce new projects, concepts or practices.

Further work is required on the Website to make it more reader friendly. While it is useful to put case studies and other background documents on the site this is really only the first step. People often do not have the time, or the ability to read long case studies. Therefore, what are really needed are useful short succinct syntheses of the main lessons, from existing experiences, for those seeking to set up an alliance. Question may include the following:
▪ How has gender been integrated into the Alliances?
▪ What are the issues that you need to know when trying to establish an Alliance with government institutions
In the same way it is essential to ensure that the guidelines are short, accessible and reader friendly

Developing realistic indicators to measure the success of alliances in strengthening conviviencia and contributing to peace
As part of the planning stage of the next phase, the project needs to develop a set of common, mutually agreed indicators. There is sufficient experience from the Seedcorn Fund projects—both pilot indicators and human resources—for this task to be accomplished without undue problems. At the end of the day this would provide project teams with simple goals to meet, and also allow for a more robust evaluation of the project results than has been possible in this phase.

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PROGRAMA NACIONAL DE ALIANZAS PARA LA CONVIVENCIA Y LA SUPERACION DE LA POBREZA
Banco Mundial - Fundación Corona - Departamento para el Desarrollo internacional del Reino Unido (DFID) - Universidades y Centros Regionales de Investigación

Taller Final: Evaluación Participativa
Bogotá, 17-18 Abril 2002

Agenda de Trabajo

Miércoles 17 de Abril de 2002		
Hora	Temática	Responsable
8:00 a 8:30 a.m.	Inscripción	
8.30 a 8:45 a.m.	Bienvenida	Jairo Arboleda
8:45 a 9:00 a.m.	Presentación de los/as participantes e identificación de proyectos	Grupo Completo
9:00 a 9:30 a.m.	Introducción: Resumen de los Cuatro Componentes del Programa Nacional de Alianzas	Jairo Arboleda
9:30 a 9:50 a.m.	Introducción: Evaluación Participativa y los Objetivos del Taller	Caroline Moser
9:50 a 10:30 a.m.	Ejercicio 1: Percepciones de definiciones de términos importantes: Convivencia; Fortalecimiento de alianzas:	Grupo Completo
10:30 a 11:00 a.m.	Café	
11:00 a 11:45 a.m.	Ejercicio 2: Indicadores del fortalecimiento de alianzas *en el proyecto en que esta trabajando* Listados y prioridades	Grupos mixtos
11:45 a 12:15 m	Informe del Ejercicio	Maria Eugenia Vásquez
12:15 a 12:30 p.m.	Plenaria sobre indicadores para el fortalecimiento de alianzas	Caroline Moser
12:30 a 1:30 p.m.	Almuerzo	
1:30 a 2:00 p.m.	Ejercicio 3: Información contextual sobre la situación local: Líneas del tiempo por región.	Grupos divididos por niveles de violencia y por áreas urbanos y rurales
2:00 a 2:30 p.m.	Informe del ejercicio	Ana Daza
2:30 a 3:30 p.m.	Ejercicio 4: Insumos y resultados de los programas donde trabajan los participantes Flujogramas causales con miembros de los grupos por naturaleza de sus actividades .	Grupos divididos por: Productivos; educación / cultura; desarrollo local; paz y convivencia
3:30 a 4:00 p.m.	Café	
4:00 a 4:30 p.m.	Plenaria: Introducción a la autoevaluación de cada proyecto*:* (i)Tres prioridades de insumos, productos y resultados (ii) Dos obstáculos mas importantes y dos oportunidades.	Caroline Moser
4.30 a 5:30 p.m.	Trabajo en grupos individuales	

Jueves 18 de Abril de 2002		
8:00 a 8:15 a.m.	Ejercicio 5: Impacto de proyectos a distintos niveles	Ana Daza/ Angélica Acosta
8.15 a 8.45 a.m.	Trabajo en grupos individuales	
8:45 a 10:15 a.m.	Presentaciones de los resultados de cada proyecto sobre las tres prioridades de insumos, productos, resultados, obstáculos y oportunidades.	Jairo Arboleda
10:15 a 10:45 a.m.	Plenaria sobre los resultados	Margareth Flórez
10:45 a 11:15 a.m.	Café	
11:15 a 11:45 a.m.	Ejercicio 6: Ruta ideal del proceso de Fondo Matriz de aprendizaje y propuesto	Ana Daza / Angélica Acosta
11:45 a 12:15 m.	Trabajo en grupos individuales	
12:15 a 12:30 p.m.	Informe del Ejercicio y Plenaria : Intercambio abierto	Jairo Arboleda
12:30 a 1:30 p.m.	Almuerzo	
1:30 a 1:45 p.m.	Introducción a mapas institucionales:	Caroline Moser y María Eugenia Vásquez
1:45 a 2:45 p.m.	Ejercicio 7: Mapas instituciones de todos los grupos dentro de la alianza y su importancia relativa	Grupo de cada proyecto
2:45 a 3:00 p.m.	Informe del ejercicio	María Eugenia Vásquez
3:00 a 4:00 p.m.	Ejercicio 8: Estrategias en el futuro: Listas y prioridades	Grupos mixtos
4:00 a 4:30 p.m.	Plenaria final	Caroline Moser

Annex Two
Methological Guide for Participatory Evaluation Workshop

Prepared by Ana Daza and Angelica Carvo

GUIA Metodológica Taller 17 y 18 Abril 2002

2. Detalles de los ejercicios

Ejercicio 1: Definiciones de conviviencia y fortalecimiento de alianzas

Pregunta 1: ¿Para usted qué es Convivencia?
Pregunta 2: ¿Para usted qué es Fortalecer alianzas?
Objetivo: Recoger y sintetizar percepciones concertadas sobre la convivencia, paz y fortalecimiento de alianzas.
Metodología: ZOP
Tras explicación de la metodología, un facilitador dirige el desarrollo y recibe el apoyo de 2 participantes en la síntesis de las 2 definiciones.
Desarrollo:
Lista de ideas
Objetivo de la herramienta: Lista de las principales ideas detectadas, sirve para identificar, agrupar y visualizar los asuntos detectados.
Procedimiento: En reunión plenaria, se entregará una tarjeta de color a cada uno de los participantes, en ella anotan su visión sobre lo que es la convivencia. Pasan al frente y pegan en un pliego de papel en la pared 1 (indicada con anterioridad) su visión. Posteriormente se hará lo mismo para la definición de fortalecimiento de alianzas, distinguiendo la tarjeta entregada con un color distinto al anterior, y pegándolas en un pliego de papel en la pared 2.
Una vez dispuestas públicamente las tarjetas, la facilitadora llama a 2 participantes por cada una de las definiciones (escogidas por Eucaris con anterioridad). Tras leer las definiciones, las participantes seleccionadas agrupan las ideas de cada definición por similitud, y escriben las ideas generales de cada grupo de definiciones.
Priorización de ideas
Objetivo de la herramienta: Ordenar las ideas expuestas en la lista para cada una de las definiciones, según la importancia que le asignen los participantes.
Procedimiento: Tras leer las ideas principales de la definición convivencia, cada participante tendrá derecho a un voto a favor una de las ideas expuestas. Tras sumar la votación se toman como consenso las dos definiciones con mayor número de votos a favor: una para convivencia y otra para fortalecimiento de alianzas.

Ejercicio 2: Indicadores en el Fortalecimiento de Alianzas a partir de los projectos en desarrollo

Pregunta: ¿Cuáles han sido los principales elementos que indican el fortalecimiento de alianzas en el proyecto que está trabajando?
Objetivo: Enunciar y concertar indicadores comunes aplicables al el fortalecimiento de alianzas, según experiencias en los proyectos que se estan desarrollando.
Metodología: Tras reiterar la definición de alianzas dada por Jairo Arboleda, se divide la totalidad de asistentes en 4 grupos mixtos. Dentro de cada grupo se procede a aplicar el listado de ideas y priorización.
Desarrollo:
Lista de ideas
Objetivo de la herramienta: Lista de las principales ideas detectadas para su identificación, agrupación y visualización.
Procedimiento: Tras una lluvia de ideas y conversación entre los participantes, uno de ellos recoge en un pliego de papel las ideas que generen concenso en el grupo. La totalidad de participantes agrupa las ideas según similitud y escriben las ideas generales de cada grupo de definiciones.

Priorización de ideas

Objetivo de la herramienta: Ordenar las ideas expuestas en la lista según la importancia que le asignen los participantes.

Procedimiento: Tras leer las ideas principales de la definición convivencia, cada participante tendrá derecho a tres votos a favor de tres ideas expuestas. El primer voto tiene un valor de 3 puntos, el segundo de 2 puntos y el último de 1 punto. La votación se realiza oralmente. Tras sumar la votación se toman como consenso las tres con mayor número de votos a favor.

Ejercico 3: Variables externas que inciden en el desarrollo de los proyectos: Conflicto y Violencia en en tiempo de ejecución

Pregunta: ¿Cuáles han sido los hechos de conflicto y violencia ocurridos entre el año 2000 y 2002 en las zonas donde desarrollan los proyectos?

Objetivo: Enunciar y concertar factores comunes de conflicto y violencia ocurridos en las zonas donde se desarrollan los proyectos que han afectado el desarrollo de dichos proyectos.

Metodología: Tras dividir a la totalidad de asistentes en 4 grupos según niveles de violencia en áreas urbanas o rurales, se trazan líneas de tiempo.

Desarrollo:

Objetivo de la herramienta: Establecer hechos de conflicto y violencia relevantes ocurridos entre el año 2000 y el 2002, y las relaciones visuales con posibilidad de asociación causal que éstos poseen con variaciones en los niveles de desarrollo de cada uno de los proyectos.

Procedimiento: El facilitador dibuja dos ejes en un plano cartesiano. En el eje X se define una línea de tiempo que parte del 2000 y llega al 2002, con hitos semestrales. Pueden colocarse fechas anteriores a enero de 2000 en el eje 1 si así lo define el grupo al considerar el inicio de los proyectos. El eje Y se divide en varias secciones: una para niveles de conflicto y violencia, y otras por cada proyecto al que pertenezcan los participantes. La primera ocupa la parte superior del pliego de papel.

El papel inicial debe asemejarse al siguiente diagrama:

Partiendo de la sección superior del papel, donde se encuentra la sección para niveles de conflicto y violencia, se distinguen internamente tres niveles: alto, medio, bajo. El facilitador pregunta acerca de los niveles de conflicto y violencia ocurridos durante el primer semestre de 2000 en los contextos donde desarrollan el trabajo los participantes, y contribuye a que concerten una curva de la dinámica que dibuja en el plano de acuerdo a las variables tiempo y nivel. Si existe una excepción a la curva la registra como punto separado de la curva. Al terminar de trazar la curva pregunta por las causales de picos altos o depresiones severas de la misma y registra la opinión de los participantes cerca de la curva e indica la fecha del evento en el eje x.

Tras indicar la manera en que se traza la curva, entrega el marcador a uno de los participantes quien continúa como facilitador.

Una vez completada la curva de conflicto y violencia, se procede a definir las siguientes secciones, cada una de las cuales corresponde a uno de los proyectos.

Iguamente considerando los niveles alto, medio y bajo, un participante por cada proyecto trazará la curva del desarrollo de su proyecto indicando picos y depresiones de manera análoga a la primera sección.

Ejercicio 4: Insumos y resultados de los asuntos que abordan los proyectos

Pregunta 1: ¿Cuáles son los insumos con los que ustedes cuentan para el desarrollo del programa en el cual trabajan?

Pregunta 2: ¿Cuáles son los resultados que han logrado en los programas donde trabajan?

Objetivo: Identificar insumos necesarios para los programas dentro de los cuales se desarrollan los proyectos (educación, cultura, desarrollo local, paz y convivencia) y los resultados de los mismos, dividiéndolos analíticamente en productos e impactos.

Metodología: Tras dividir a la totalidad de asistentes en 4 grupos según programas (educación, cultura, desarrollo local, paz y convivencia), se aplica un flujograma causal y posteriormente se analizan los resultados con ayuda del documento pertinente.

Desarrollo:

Flujogramas Causales
Objetivo de la herramienta: Identificar las diferentes relaciones que existen entre los insumos, el asunto central que define a los programas dentro de los cuale Objetivo de la herramienta: Identificar las diferentes relaciones que existen entre los insumos, el asunto central que define a los programas dentro de los cuales se desarrollan los proyectos y los resultados obtenidos, así como posibles retroalimentaciones de los resultados hacia los insumos.
s se desarrollan los proyectos y los resultados obtenidos, así como posibles retroalimentaciones de los resultados hacia los insumos.
Procedimiento: El facilitador grafica dentro de un círculo el asunto que define el programa dentro del cual se desarrollan los proyectos en los que trabajan los participantes. Tras explicar la forma en que se va a trabajar, entrega el marcador a uno de los participantes.
Posteriormente se colocan los insumos que, de forma concertada se identifiquen como fundamentales para el desarrollo del programa, señalando su relevancia con el tamaño del círculo donde se anotan y trazando una línea desde cada círculo con insumo, hacia el asunto central.

Luego se pregunta por los requisitos de cada uno de estos insumos y se grafican en círculos de diverso tamaño según su importancia para la consecución del insumo y se relacionan con cada insumo a través de flechas. Después se pregunta por los resultados obtenidos graficándolos en círculos segñun su importancia
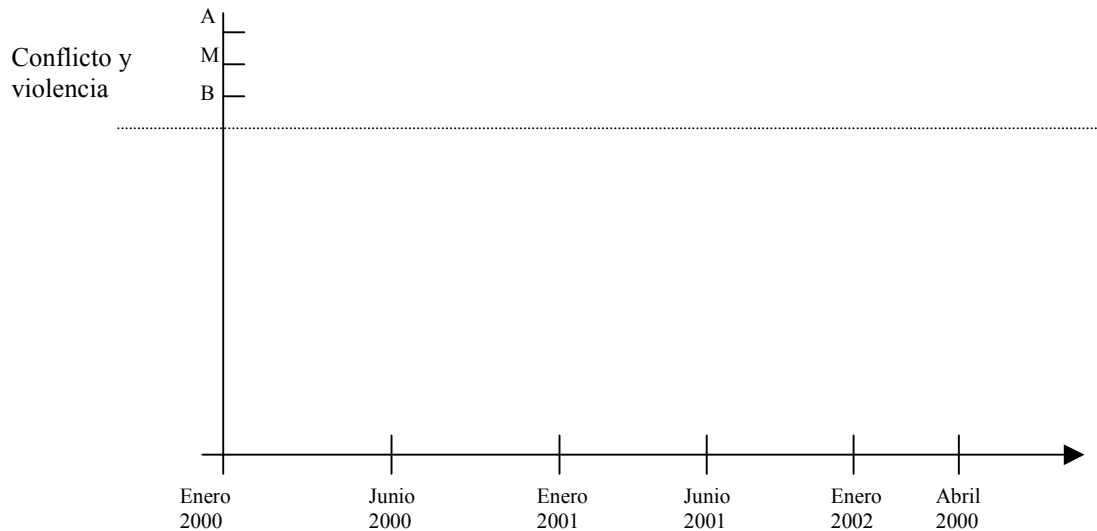
y estableciendo sus relaciones con el asunto central mediante flechas.
Finalmente, se pregunta si estos resultados inciden en otros resultados, insumos o requisitos de insumos, señalándo la relación con respectivas flechas.
Análisis
Objetivo de la herramienta: Identificar dentro de los resultados, productos (inmediatos, de corto plazo, propios de metas) e impactos (de largo plazo, en ocasiones inesperados)
Procedimiento: Tras leer el documento correspondiente, dentro de los resultados identificados en el flujograma, resaltar mediante colores y letras: I (impactos) y P (productos).

Ejercicio 5: Niveles de Impacto del proyecto

Pregunta: ¿Cuál ha sido el impacto del proyecto a nivel individual, grupal y con otros grupos?
Objetivo: De manera concertada, identificar los impactos del proyecto por niveles (personal, grupal, con otros grupos) con el fin de lograr una autoevalución tanto a nivel personal como colectivo, en cuanto a empoderamiento, capacidad de coordinación y perspectivas de nuevas alianzas.
Metodología: Tras dividir a los participantes por proyecto específico se procede a diligenciar una matriz.
Desarrollo:
Objetivo de la herramienta: La matriz nos ayuda a conocer cuáles son los principales impactos logrados en cada proyecto en los niveles personal, grupal y con otros grupos, y a priorizarlos.

Procedimiento: El facilitador entrega la matriz y brinda ejemplos que permitan entender las diferencias de niveles y el sentido de la priorización (1 es el más relevante).

Ejercicio 6: Proceso general con el Fondo

Pregunta 1: ¿Cuál ha sido la relación con el fondo en cada etapa de los proyectos?
Pregunta 2: Si usted manejara el fondo, ¿Cómo lo haría?
Objetivo: Enunciar y concertar factores comunes de la relación con el fondo y desarrollo de los proyectos, distinguiendo, en cada etapa del proceso, logros y dificultades. Posteriormente plantear posibles correcciones a la luz del proceso ideal que se deriva de la experiencia.
Metodología: Tras dividir a la totalidad de asistentes en 4 grupos mixtos, se desarrolla línea de proceso.
Desarrollo:
Objetivo de la herramienta: Establecer puntos del proceso vivido con el fondo, señalando para cada hito, logros y dificultades; trazar una línea del proceso ideal con descripción de características de cada etapa.
Procedimiento: El facilitador divide virtualmente la hoja en dos secciones: una para hacer visible el proceso vivido, y otra para indicar el proceso ideal.
El facilitador dibuja una línea en la parte superior de la hoja (con espacio suficiente arriba y debajo de la línea para escribir). Sobre la línea se definen puntos correspondientes a etapas del proceso que parte con la convocatoria. Pueden colocarse etapas anteriores si así lo define el grupo al considerar el inicio de los proyectos.
Una vez señalados todos los hitos, para cada uno se indica en la parte superior de la línea los logros de ése momento y por debajo de la línea las dificultades correspondientes.
Tras completar la línea del proceso vivido, se dibuja en la parte de abajo de la hoja una segunda línea (con espacio para escribir debajo de ella) y se señalan los hitos o puntos de proceso considerados deseables en caso de que los participantes manejaran el fondo.
El papel final debe asemejarse al siguiente diagrama:
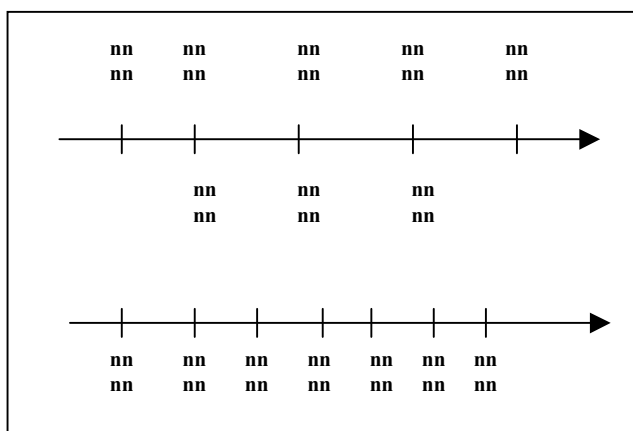
Ejercicio 7: Numero de Organizaciones dentro de la Alianza del proyecto y su importancia

Pregunta: ¿Cuáles son las organizaciones que hacen parte de la alianza en el proyecto que están desarrollando?
Objetivo: Enunciar y concertar percepciones comunes sobre las relaciones entre las organizaciones que hacen parte de la alianza que sustenta cada proyecto y sus cambios.
Metodología:
Tras una introducción metodológica a cargo de Maria Eugenia, se divide a la totalidad de asistentes en grupos según el proyecto especifico en el cual están trabajando, se desarrolla un mapa institucional y se aplica un análisis posterior.
Desarrollo:
Mapa Institucional

Objetivo de la herramienta: El mapa institucional es un diagrama que muestra la presencia de agentes e instituciones con quien se estableció la alianza, su importancia para la misma y su relación interna. Nos permite acercarnos al nivel de relación existente entre las organizaciones aliadas al proyecto en el cual trabajan los partipantes y determinar y calificar el tipo de relaciones entre ellas, con el fin de visualizar alianzas reales, racionalización del uso de recursos e incentivar una adecuada coordinación.

Procedimiento:

Cada una de las organizaciones identificadas como integrante de la alianza se inscribe en un circulo. Su importancia individual frenete a la alianza se indica por el tamaño del circulo: aquellas organizaciones de mayor importancia tendrán círculos de mayor tamaño.

Posteriormente se señalan, mediante flechas que unen a los círculos entre sí, las relaciones existentes entre ellas, aclarando el tipo de relación al escribir sobre la flecha en qué y para qué trabajan juntas.

Finalmente se calificará cada una de estas organizaciones como positivas y negativas según su capacidad de trabajo coordinado.

Análisis

Sobre el mapa institucional, se preguntara si las relaciones de estas organizaciones han cambiado desde que se inició el proyecto hasta la actualidad.

Ejercicio 8: Acciones para la sostensibilidad

Pregunta: ¿Cuáles son las acciones necesarias para seguir mejorando la convivencia desde las alianzas?
Objetivo: Enunciar y priorizar condiciones de sostenibilidad de los proyectos

Metodología: Tras dividir a la totalidad de asistentes en 4 grupos mixtos, se realizan listado y priorización.
Desarrollo:
Lista de ideas
Objetivo de la herramienta: Lista de las principales ideas detectadas para su identificación, agrupación y visualización.
Procedimiento: Tras una lluvia de ideas y conversación entre los participantes, uno de ellos recoge en un pliego de papel las ideas que generen consenso en el grupo. La totalidad de participantes agrupa las ideas según similitud y escriben las ideas generales de cada grupo de definiciones.
Priorización de ideas
Objetivo de la herramienta: Ordenar las ideas expuestas en la lista según la importancia que le asignen los participantes.
Procedimiento: Tras leer las ideas principales de la definición convivencia, cada participante tendrá derecho a tres votos a favor de tres ideas expuestas. El primer voto tiene un valor de 3 puntos, el segundo de 2 puntos y el último de 1 punto. La votación se realiza oralmente. Tras sumar la votación se toman como consenso las tres con mayor número de votos a favor.

Annex 3
Synthesis of participatory evaluation of Seedcorn Fund project planning process

Etapas en el proceso	Aspectos positivos	Aspectos negativos	Sugerencias para mejorar el proceso
Formulación y preparación del proyecto	Formulario sencillo y completo, Información y contacto permanente. Sistematización de la experiencia Conciencia del trabajo en alianza.	Tensión existente entre los intereses de la Fundación con (Fondo) y las Alianzas. Confusión en conceptos y metodología. Contactos con un solo interlocutor.	
Concertación y acuerdos	Momentos de dialogo	Demora en los procesos	
Selección, aprobación y formalización del convenio	Expresión de confianza a la administración del proyecto. Esperanza económica. Certificación de ser alianza Reconocimiento en la Región	Demora en tramites. No se conoce el procedimiento de la selección.	
Asesoría	Asesoría oportuna, pertinente y flexible Seguir con rigor y exigencia combinados con valoración	Tiempo Distancia	
Puesta en marcha del proyecto	Asumir con responsabilidad los compromisos pactados Necesidad de conocer colectivamente el proyecto	Poca claridad del concepto de alianza para nuevos socios Falla en la escogencia de la Asesoría Demora en los desembolsos.	Retroalimentación Red de Alianzas Pasantías y publicaciones. Taller de Capacitación y socialización de experiencias e intercambios. Red de apoyo (18) alianzas
Asesorías y seguimiento	Recomendaciones que facilitan optimizar las dinámicas	Ausencia de ruta critica. No hay cumplimiento de lo acordado con el nivel regional que aparece en el convenio. Retraso de doble vía, no hay devolución de la información. Demora en la asesoría. No hay retroalimentación con los informes de visita. Poca claridad en el rol de asesor.	Continuidad del grupo asesor. Asesorías oportunas.
Socialización y evaluación participativa	Intercambios de experiencias con comprensión del enfoque y metodología	Información previa y preparación de los asistentes Falta memorias	Evaluación Participativa. Sostenimiento de la relación al final

Indicadores del fortalecimiento de alianzas en el proyecto en que esta trabajando

Group	Indicators
1	Apropiación del proceso
	Cambio de actitud hacia el trabajo en equipo
	Mayor representación en gestion y liderazgo
2	Niveles de consolidación entre las partes de la alianza ▪ Las partes definen un objetivo común ▪ Las partes construyen proyectos y procesos a corto, mediano y largo plazo ▪ Las partes ejecutan proyectos ▪ Las partes se enriquecen con los resultados de los proyectos
	Niveles de apropiación y pertenencia de los objetivos de la alianza ▪ Las partes definen objetivos comunes ▪ Las partes construyen un discurso común y lo manifiestan públicamente ▪ Las partes movilizan conjuntamente recursos de todo tipo.
	Capacidad instalada que queda en cada una de las partes en: gestión, referentes teóricos y metodologías para la resolución de conflictos.
3	Capacidad de gestión, operación y administración de la alianza
	Compromiso de los integrantes de la alianza
	Niveles de comunicación entre los actores
4	Los socios aportan según sus fortalezas y asumen riesgos
	Los socios experimentan que la alianza les facilita el cumplimiento de su misión y han incorporado la alianza como una forma de organización y cooperación en su cultura institucional.
	Los socios cumplen las tareas asumidas para el logro de los objetivos

Annex 5
Table of Inputs, Outputs and Outcomes of Fund supported Projects
Cuadro de Insumos, Productos e Impactos de los Proyestos que apoya el Fondo

AREA EDUCACIÓN			
PROYECTO	**INSUMOS**	**PRODUCTOS**	**IMPACTO**
Fortalecimiento del componente comunitario del Consejo de Conciliación Federación de Cafeteros –Caldas-	-Actores de la comunidad: lideres, profesores, estudiantes, funcionarios -Facilitadores -Documentos: PEI, Modelo Educativo, Planes locales de desarrollo, normas jurídicas.	-Lideres comunitarios formados en autogestion, paz y convivencia. -Lideres estudiantiles formados en paz y convivencia -Grupo de base de conciliación instalado y fortalecido.	-Comunidades lideran proyectos con su propio potencial -Mejoramiento de las relaciones de convivencia entre los estudiantes. -Alianza fortalecida con lideres motivados.
Estudio Línea de Base sobre la situación actual de convivencia y conflictividad en las instituciones educativas de la ciudad de Medellín. Antioquia	-Conocimiento, metodologías acumuladas. -Equipos de trabajo: investigación, interventor, comunidad, escolares, asesor, evaluación. -Materiales, espacios de trabajo, presupuesto.	-Informe de la investigación, devolución, publicación. -Plan estratégico de la Red-Instalación de un observatorio sobre convivencia escolar -Evaluación que se hace sobre sus enfoques y practicas de intervención.	-Cambios en los modelos de gestión y en las prácticas de convivencia. -Políticas educativas locales cuentan con líneas estratégicas pertinentes en el tema de convivencia. -Red con mayor proyección estratégica y con mayor articulación con las instituciones educativas.
Olimpiadas culturales de la solidaridad. Caldas	-Población juvenil -Infraestructura física -Instituciones	-Jovenes capacitados -Estrategias pedagógicas. -Trabajo Comunitario	-Aporte al desarrollo social -Reordenamiento de practicas sociales -Diversión
AREA CONVIVENCIA			
PROYECTO	**INSUMOS**	**PRODUCTOS**	**IMPACTO**
Alianza para la Convivencia y la Paz –ALCONPAZ Bucaramanga	-Población objeto de desplazamiento forzado -Aportes de los recursos de los socios de la alianza. -Tiempo para el desarrollo del proyecto.	-Una comunidad fortalecida en capacidades de propuestas, organización y gestión. -Integración de las organizaciones relacionadas con el proyecto y la comunidad. -Un conjunto de archivos y base de datos.	-Fortalecimiento del tejido social -Autogestión y/o Interrelación con las autoridades. -Generación de respuestas integrales al complejo problema del desplazamiento
Implementación de un Modelo de Justicia Restaurativa -Cali Valle.	-Producción participativa de conocimiento en la comunidad. -Recursos humanos y materiales. -Participación y compromiso de la comunidad	(Deseado) -Modelo alternativo de justicia restaurativa. -Modelo pedagógico de rehabilitación. -Grupo de jóvenes rehabilitados.	-Construcción de tejido social. -Disminución de índices de violencia. -Celebración de un pacto social o carta magna entre los jóvenes pandilleros y la comunidad.
Fortalecimiento de la Asamblea Catatumbo Paz y Desarrollo. Catatumbo-	-Fortalecimiento institucional -Fortalecimiento de los miembros de la alianza	-Secretaría técnica con metodología de trabajo -Mejoramiento de las dinámicas participativas	-Identidad y posicionamiento de la Asamblea -Compromiso y análisis para la solución de los problemas.

Santander	-Promoción, y difusión	-Ajuste estratégico de la asamblea a 3 años y planes operativos anuales	-Satisfacción de los miembros
Fortalecimiento de la Gestión social de cada uno de los actores de la Alianza -COOASOBIEN Caldas- Manizales.	-Recurso humano con saber, conocimiento y experiencia. -Organización del socio que representa la sociedad civil. -Cooperación entre los socios de la Alianza.	-Construcción colectiva para la estructuración de un plan de acción concertado. -Capital social. -Se contribuyó al mejoramiento de la calidad de vida.	-Garantizar el cumplimiento de los derechos de los niños y las niñas. -Inicio de otros procesos de corresponsabilidad de la familia. -Disminución de la violencia intrafamiliar.
DESARROLLO COMUNITARIO			
PROYECTO	**INSUMOS**	**PRODUCTOS**	**IMPACTO**
Consolidación alianza Escuela de Liderazgo Democratico Zona Noroccidental de Medellín -Antioquia.	-Sistematizacion de experiencias en formación de liderazgo de los socios. -Talento humano -Recursos Técnicos, materiales y económicos.	-Articulación de nuevos socios -Formulación colectiva de un modelo pedagógico -Cualificación de tutores temáticos y de proceso.	-Fortalecimiento de organizaciones sociales. -Mayor incidencia en el desarrollo local. (Zonal y municipal) -Consolidación de redes y alianzas en diferentes sectores
Fortalecimiento del Gremio turístico y comunidades negras (consejos comunitarios) para la construcción participativa de las políticas regionales de desarrollo turístico.	-Asistencia técnica -Aportes logísticos de los aliados (alojamiento, canchas, salones) -Recursos económicos del Fondo DFID.	-Encuentros de capacitación, participación y decisión. -Políticas regionales de desarrollo turístico. - Planes de desarrollo turístico municipal.	-Fortalecimiento de hoteleros y consejos comunitarios en temas turísticos, ambientales y de participación ciudadana. -Aumento de la participación y toma de decisiones de las comunidades en administración municipal y respectivos consejos. -Disminución de la corrupción administrativa -Dinamización de la economía local.
Construcción de Comunidades Locales, solidarias y en Paz- SEPAS- San Gil, Santander Sur.	-Comunidad, Instituciones y organizaciones. -Formación y entrenamiento del liderazgo. -Instrumentos de participación ciudadana.	-Alianzas, fortalecimiento del nivel organizativo. -Instrumentos pedagógicos. -Líderes más comprometidos. -Organizaciones fortalecidas. -Concertación de programas.	-Cogestión en torno al desarrollo local. -Visión común a programas más integrales. -Control social, autogestión y satisfacción de necesidades básicas insatisfechas.
Fortalecimiento de la Alianza para la Paz y el desarrollo integral desde Barranquilla- Atlántico.	-Los 4 socios que conforman la Alianza, sus aportes y sus objetivos comunes. -Un grupo de base que respalda el trabajo. -La asesoría recibida pro agentes externos.	-La sistematización del trabajo en Alianza. -La existencia de una organización formal de la alianza. -El entendimiento de la importancia del trabajo en alianza por parte de los socios.	(esperado) -La generación de un plan de desarrollo comunitario del sector. -Cambios estructurales en el quehacer de los socios, producto de la experiencia en alianza. -Mejorar las condiciones de vida de la comunidad objetiva.
Reestructuración y fortalecimiento del Comité de participación comunitaria (C.P.C)	-Miembros de la alianza con amplio conocimiento del proceso. -Miembros de la alianza con conocimiento y	-Sistematización de la experiencia municipio saludable por la paz. -Plan estrategico (Versalles) -Reestructuración	-Socialización interna y externa del proceso. -Mayor capacidad para planear y hacer seguimiento a programas y proyectos.

Versalles -Valle.	motivados. -Plan estratégico de CPC.	administrativa, organizacional y operativa de CPC.	-Mayor capacidad de trabajo coordinado y agilidad en la toma de decisiones.

PROYECTOS PRODUCTIVOS			
PROYECTO	**INSUMOS**	**PRODUCTO**	**IMPACTO**
Plan estratégico de desarrollo para el fortalecimiento de la capacidad de gestión – Antioquia.	-Tierra -Socios productores -Capital, económico.	-Hortalizas -Empresa -Asociación S.C.A	-Capacidad de gestión -Especialización de la producción -Empleo y seguridad social.
Generación de empleo y soluciones técnicas ambientales GESTA. -Zona Bananera en Magdalena	-Capital humano capacitado (desarrollo humano, técnico y empresarial) -Materia prima (polipropileno y polietileno) -Maquinaria y equipos (Transformación material reciclado)	-Transformación de material reciclado (madera plastica) -Organización social consolidada -1200 toneladas al año recuperadas.	-Generación de empleo e ingresos -Manejo ambiental suelo (27.000 ha) -Recomposición del tejido social (19 actores publicos, privados y ONG)

Annex 6

Informacion y Divulgación en los Periodicos de Circulacion Regional y Nacional del Programa Alianzas

Fecha	Tema	Periodico o Revista
30 de marzo de 1998	**Convocatoria Pública:** Objeto: "Identificar, documentar, seleccionar y difundir experiencias exitosas de alianza entre el sector público, privado y las organizaciones ciudadanas, para la superación de la pobreza"	Barranquilla: El Heraldo Manizales: La Patria Cali: El País Bucaramanga: Vanguardia Liberal Neiva: La Nación Bogotá- Circulación Nacional: El Tiempo. Medellín- Antioquia: El Colombiano.
11 de abril de 1998	Información de la Convocatoria pública para identificar, seleccionar y difundir casos exitosos de alianzas entre el sector público, privado y organizaciones ciudadanas.	Bogotá - Circulación Nacional: El Espectador
4 de Mayo de 1998	**Proponen alianzas contra la pobreza**: Artículo sobre la convocatoria abierta para identificar, documentar, seleccionar y difundir casos exitosos de alianzas.	Bogotá - Circulación Nacional: El tiempo
24 de Agosto de 1998	**Información de las diez experiencias finalistas, postuladas en desarrollo de la convocatoria**:	Bogotá- Circulación Nacional: El Tiempo.
9 de Septiembre de 1998	**Entre diez experiencias a nivel nacional: Entidad manizaleña finalista en premio:** El artículo informa que entre 108 experiencias presentadas a nivel nacional como forma de superar las condiciones de pobreza, la Cooperativa de Asociaciones de Hogares Comunitarios de Bienestar Familiar (Cooasobien) fue seleccionada entre los diez mejores casos.	Manizales: La Patria
11 de septiembre de 1998	**"Alianzas" como modelo de desarrollo:** El artículo informa de la visita del Dr. Juan Guillermo Aldana, coordinador del Plan de Divulgación del Programa Nacional de Alianzas. El funcionario visito la Cooperativa COOASOBIEN y la Corporación Ciudad Verde, que aunque no fue finalista sí se calificó como uno de los modelos perfectos de alianza. El funcionario señaló "más allá de resaltar los casos, se pretende destacar las acciones que contribuyen a superar la pobreza de una comunidad..."	Manizales: La Patria.
22 de Septiembre de 1998	**Programa del Banco Mundial y la Fundación Corona: Alianzas un modelo para superar la pobreza:** El artículo informa de los 108 proyectos e iniciativas que se presentaron a la Convocatoria hecha por el Banco Mundial y la Fundación Corona. Así mismo definió el concepto alianza como una relación abierta, horizontal pero con liderazgo, establecida entre socios, cuya fortaleza radica en los aportes diferentes pero complementarios que cada uno hace para alcanzar un propósito acordado por todos. El instituto de Estudios Regionales de la Universidad de Antioquia recibió 31 postulaciones, tres de las cuales clasificaron entre las diez finalistas.	Medellín, Antioquia: El Colombiano
24 de septiembre de 1998	**Alianzas para superación de la pobreza Asofrutas: Un ejemplo de organización Comunitaria**: El artículo informa de la alianza entre los productores de frutas con el apoyo del Estado –Municipio de la Ceja- y de la empresa privada -Tutti Frutti y Jugos Orense- esta sacando adelante este proyecto de Comercialización que les garantiza mejores ingresos.	Medellín- Antioquia: El Colombiano
5 de noviembre de 1998	**Encuentro de Dirigentes del Suroeste: Nuevas fuentes de empleo y producción agroindustrial:** El artículo se refiere a esta alianza como una de las más exitosas presentadas a la convocatoria nacional de Banco	Medellín- Antioquia: El Colombiano

	Mundial y la Fundación Corona. Se afirma que ha sido un proceso de varias empresas agroindustriales que han posibilitado la creación de empleo y desarrollo económico en la región antioqueña.	
5 de noviembre de 1998	**Alianzas para la Superación de la Pobreza El desarrollo social también es rentable:** Se presenta una fotografía con las personas asistentes al Foro realizado en la Cámara de Comercio de Medellín, en la cual aparece Jairo Arboleda como analista del Banco Mundial. Señalan de las experiencias de desarrollo comunitario en Montelievano (Córdoba) Bahía Solano (Chocó), en el Suroeste de Antioquia y la zona de Urabá, son alianzas para la superación de la pobreza que promueve el Banco Mundial, la Fundación Corona y la Fundación Interamericana.	Medellín -Antioquia: El Colombiano
17 de noviembre de 1998	**Agenda Publica: Alianzas contra la pobreza**: Pensilvania- Caldas, cambió radicalmente la calidad de vida de sus habitantes en menos de diez años, gracias a la unión de los sectores público y privado. Su experiencia es ejemplo a nivel mundial: El artículo señala que el municipio ha sido presentada por el Banco Mundial como una de las experiencias más exitosas del mundo en materia de gestión ciudadana. El secreto radica en las alianzas. La población ha demostrado que cuando se coordina la acción de los gobierno nacional y local, la empresa privada y las organizaciones no gubernamentales es posible obtener resultados sorprendentes en cobertura de educación y salud, en desarrollo económico local y sobre todo, en reducción de la pobreza.	Revista Dinero Circulación Nacional
24 de noviembre de 1998	**Primer Encuentro del Eje Cafetero: Alianza, un mecanismo para el desarrollo social:** El artículo informa que el propósito del Primer Encuentro Regional de Alianzas Estratégicas para la Superación de la Pobreza, es el de promover el concepto de alianza entre los sectores público y privado como una estrategia de intervención social. En el evento participarán cerca de 50 personas del Eje Cafetero, y los representantes de las experiencias que participaron en la convocatoria: Cooasobien, Pensilvania Municipio Modelo, Grupo de Apoyo para el Sector Microempresarial de Quindio, Planta de Reciclaje de Manizales y la experiencia Prodesarrollo Social y Económico del Suroeste Antioqueño.	Manizales: La Patria
26 de noviembre de 1998	**Mondomo (Cauca) entró al salón de la fama del BID**: Se presenta un error pues hablan todo el tiempo del BID y no del Banco Mundial. El artículo informa que éste programa para el abastecimiento del agua en Mondomo, recibió el primer lugar de los premios otorgados por el BID, la Fundación Corona y la Fundación Interamericana.	Bogotá -Circulación Nacional: El Espectador.
27 de noviembre de 1998	**La avalancha del Páez los obligó a trabajar unidos. Mondomo: Alianza para premiar:** El artículo señala que el esfuerzo de la comunidad del Corregimiento de Mondomo en Cauca, logró un servicio de agua completamente potable. Por esta razón ganaron el premio del Banco Mundial y la Fundación Corona.	Bogotá- Circulación Nacional: El Tiempo.
7 de diciembre de 1998	**Encuentro de Dirigentes del Suroeste, Tercer Lugar. Definidas las mejores alianzas contra la pobreza:** El artículo informa de los diez proyectos ganadores del programa alianzas y comunica que los dirigentes de los 24 municipios que componen el Suroeste de Antioquia se reunieron, en el municipio de Venecia, donde destacaron el lugar ocupado por la alianza y la proyección nacional de la experiencia.	Medellín -Antioquia: El Colombiano
14 de diciembre de 1998	El artículo, informa que el trabajo colectivo de los habitantes de Mondomo, fue elegido como el mejor ejemplo de superación de pobreza en el país.	Cali- Valle: El País.
Del año 1999 no se cuenta con información periodística.		
28 de abril de 2000	**Restablecer la Confianza**: El artículo presenta la posibilidad de generar confianza entre los diversos sectores sociales, económicos, y comunitarios. Señalan el Programa Nacional de Alianzas como una	Tunja: Boyacá 7 Días Semanario Regional

	posibilidad para mejorar la confianza y el tejido social.	
5 de julio de 2000	**Estrategia unen gobierno, sector privado y sociedad civil: Alianzas contra la pobreza:** El artículo hace una reseña del proceso de convocatoria, señala los proyectos seleccionados y beneficiados de doce millones de pesos y señala Felipe Saez del Banco Mundial: "El futuro del programa debe orientarse rápidamente hacia la identificación de las políticas e incentivos institucionales que promuevan el desarrollo de las alianzas como un instrumento primordial dentro de las estrategias de superación de la pobreza."	Bogotá - Circulación Nacional**: El Tiempo**
14 de agosto de 2000	**Estudiante Adolescente lidera Olimpiadas Culturales de la Solidaridad: Un joven abre espacios:** El documento presenta la fotografía de Octavio Andrés Galvis, quien lidera las Olimpiadas Culturales de la Solidaridad de Manizales, que recibieron el premio de Convivencia Social convocado por el Banco Mundial y la Fundación Corona.	Bogotá - Circulación Nacional**: El Tiempo**
18 de abril de 2001	**Foro Regional de Alianza, Desarrollo y Convivencia: Solución a problemas desde la comunidad**: El artículo señala la realización del Foro Regional, que busca socializar y aprender de lo que la gente esta haciendo para solucionar sus propios problemas. Especialmente, valorando las propuestas y el trabajo que se adelanta en Manizales.	Manizales: **La Patria**
27 de septiembre de 2001	**Foro: Alianzas estratégicas para el desarrollo: I**nformación del Foro regional denominado "Alianzas estratégicas: productividad, desarrollo y convivencia." Su objetivo es dar a conocer cinco experiencias de alianza que ejemplifican como se desarrollan proyectos con alta rentabilidad económica y social.	Cali: **El País.** Bogotá- Circulación Nacional: **El Tiempo.**
13 de abril de 2002	**Alianzas para el Desarrollo**: Información del Foro Alianzas donde participaron más de 500 personas en la Biblioteca Luis Angel Arango. El evento contó con la participación del Alcalde Mayor de Bogotá, el representante del Banco Mundial y miembros de la Fundación Corona. La administración presentó como ejemplo de alianza el éxito de la Red de Jardines Sociales.	Bogotá - Circulación Nacional**: El Tiempo**

Annex 6
UK Study tour Sites and Projects Visited

LONChapter: September 16th – 21st, 2000

LONDON: September 16th – 21st, 2000

The Home Office

> **Home Office**
> **Riverwalk House,**
> **157-161 Millbank,**
> **London, SW1P 4RR**
> **Tel. +44 (0) 20 7217 3427**
> **Fax: +44 (0) 20 7217 3454**
> **Contact: Eric Jobbins**
> **Eric.jobbins@homeoffice.gsi.gov**

The Home Office is the Government department responsible for internal affairs in England and Wales. The principal aim of the Home Office is to build a safe, just and tolerant society in which the rights and responsibilities of individuals, families and communities are properly balanced and the protection and security of the public are maintained. It is involved in crime reduction, particularly youth crime, the delivery of justice and victim support, prevention of terrorism and other international crime, immigration and drug use prevention though its Drug Prevention Advisory Service.

Drug Prevention and Advisory Service

> **Drug Prevention Advisory Service**
> **Riverwalk House,**
> **157-161 Millbank,**
> **London, SW1P 4RR**
> **Tel. +44 (0) 20 7217 3427**
> **Fax: +44 (0) 20 7217 3454**
> **Contact: Rosemary Morle**
> **Rosemary.Morle@homeoffice.gsi.gov.uk**

The Drugs Prevention Advisory Service promotes effective community-based drugs prevention at local, regional and national level in line with the aims and objectives of the Government's national drugs strategy, provide information, advice and support to local Drug Action and to foster links with other Government initiatives. These include the Crime and Disorder Partnerships and Health Action Zones. The DPAS also provides funding and expertise to assist in the development and evaluation of demonstration programmes to help further knowledge about effective practice in drugs prevention.

The Harlesdon Project

> **Wembley Police Station,**
> **603 Harrow Road,**
> **Wembley, HA0 2HH**
> **Tel: +44 (0) 20 8965 6020**
> **Fax: +44 (0) 20 8961 5181**
> **Contact: Police Sergeant Ray Preston r.preston@brent.gov.uk**

Harlesdon, in the Borough of Brent, has a persistent problem with the trade and use of crack and cocaine, a problem linked to a number of deaths and murders in recent years, with the majority of victims being black. Brent police have been criticised for not tackling drug-related murders in the area. As a consequence they have developed a number of initiatives to tackle the problem.

- **Youth Offending Team (YOTs)** have been set up to work specifically with young offenders. The team works intensively to try to steer them away from criminal activity.
- **Drug Arrest Referral Schemes**. These have been set up around the country to work with people at the police station who have been arrested and are drug users. Information is offered to them about the services in their area, which are able to offer assistance with their drug problem.
- **'Hot Spotting'** is a police system devised to assist with targeting resources to areas with high levels of crime

The Turnaround Scheme
The Turnaround Scheme works with young offenders by offering one to one guidance and support, and a positive role model to mentor them away from re-offending.

Turn@round Mentoring Plus - Brent
The Carlton Centre,
Granville Road, Kilburn,
London NW6 5RA
Tel. +44 (0) 20 7604 4552
Fax: +44 (0) 20 7604 4533
Turnroundbrent@hotmail.com
Contact: Robert Bailey

Turnaround Mentoring Plus Brent. The project trains volunteers from a variety of backgrounds and occupations to be a Mentor. These Mentors then act as an adult friend, someone interested in helping a young person discover their talents and build on their successes. The programme also provides educational support, which focuses on building core and social skills and helping young people who are becoming disaffected from the mainstream school system. Parents are encouraged to take part in parenting projects such as the parent support group.

Operations Lilac, Stronghold and Welwyn: Kentish Town Police Station, London
The area of Westminster operates two projects (Operation Lilac and Operation Stronghold), based on a partnership between Police, local residents, business and drug and health services The project aims to disrupt the local drug market and crime scene through a combination of enforcement, targeted service delivery and community liaison. These two projects form a geographical triangle with Operation Welwyn which targets the King's Cross area, one of the most entrenched and extensive drug scenes in the UK if not Europe. These three projects thus form a partnership between the three communities and district police forces in areas of high deprivation and racial discrimination.

Belfast
September 22ⁿᵈ-25ᵗʰ, 2000

Royal Ulster Constabulary (R.U.C.)

Force Information Centre
"Brooklyn"
Knock Road
Belfast, BT5 6LE.
Tel: +44 (0) 2890 700907
Fax: +44 (0) 2890 700589
http://www.ruc.police.uk/
community.affairs@ruc.police.uk
Contact: Chief Inspector
Hunniford, Chief Superintendent
Brian McCargo

This is Northern Ireland's police force, which has been policing the North of Ireland since 1922 on the creation of the Irish Free State when the six counties making up Northern Ireland were placed under its authority. The force has undergone many reforms and has grown significantly since its establishment early last century. The complicated nature of policing in Northern Ireland means that the R.U.C. has to deal with a very wide range of criminal activity. It is assisted in this task by specialist police units concerned with areas such as serious crime, terrorism, anti-racketeering, drugs, stolen cars, traffic offences and domestic violence. Supporting services include photography, mapping, fingerprinting and the dog section. One of the main obstacles the force has faced is that it is rejected by (and generally absent from) Catholic communities due to its role in state oppression against Catholic communities during the recent Troubles. As part of the Good Friday Agreement it was agreed that the Force should undergo a widespread reform with the aim of making it both more accessible and representative for all the communities in Northern Ireland. In September 1999 a report was published by the Independent Commission on Policing, headed by Christopher Patten, to review the police force in Northern Ireland and suggest reforms in order to reflect the Good Friday agreement - it has been a very controversial document with current debates extending to the name the force should carry.

European Special Support Programme for Peace and Reconciliation

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CGU Building
Adelaide Street
Belfast, BT
Tel. +44 (0) 2890 548 922
Fax: +44 (0) 2890 548 939
http://www.eu-peace.org
Contact: Jack O'Connor
Jack.O'Connor@seupb.org

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The European Special Support Programme for Peace and Reconciliation is a community initiative for the benefit of Northern Ireland and the six southern border counties of Ireland, which emerged as a response to positive developments in the peace process and set out to reinforce progress towards a peaceful and stable society. Through providing funds to community peace and reconciliation efforts its two strategic objectives of the first phase have been to promote social inclusion of those who are at the margins of social and economic life and to exploit the

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opportunities and address the needs arising from the Peace Process to boost economic growth and advance social and economic generation.

The program is built around five priority themes:

- Boosting economic growth and employment
- Promoting the improvement of the social and physical environment in urban and rural areas.
- Exploiting opportunities for cross-border development
- Promoting pathways to reconciliation by encouraging social inclusion
- Enhancing existing facilities to promote productive investment and industrial development.

Coista na n-Iarchimi - **Committee for ex-prisoners**

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10 Beechmount Avenue
Falls Road,
Belfast, BT 12 7NA.
Tel.: +44 (0) 2890 200 770
Fax: +44 (0) 2890 435 445
http://www.coiste.com
info@coiste.com mike@coiste.com
Contact Person: Mike Ritchie

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Coiste na n'Iarchimi (Irish for Committee of Ex-Prisoners) is a co-ordinating group for over 20 local self-help groups and projects set up by and for former republican political prisoners throughout Ireland. The projects provide practical and logistical assistance, and emotional support and training for the employment of ex-prisoners. Many of these groups have flourished as a result of the injection of funds from the European Special Support Program for Peace and Reconciliation. *Coista*'s five main areas of work are:

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- Lobbying on behalf of ex-prisoners against their social and economic exclusion and for the provision of funding and services.
- Capacity building through targeted training and income generation, so far *Coiste* has trained 80 ex-prisoners into employment.
- Dealing with Conflict: counselling, trauma and emotional counselling for ex-prisoners and their families especially children of ex-prisoners, helping families re-establish themselves and their relationships.
- Dealing with legal costs of being an ex-prisoner - i.e. prisoners have criminal records, despite being political prisoners - creates stigma and limits access to many things including employment, loans, insurance, US Visas, applications for foster care etc. - lobbying for policy and legal change.
- Sustainability of projects in terms of financial and human capacity, funding proposals to European money, Irish Government, 'Making Belfast Work', acts as link to private sector and pushes for more business development in the area.

Greater Shankill Alternatives

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64, Woodvale Road
Belfast
BT13 3BT
Tel: +44 (0) 2890 311 420
Fax: + 44 (0) 2890 311 490
alternatives@nireland.com
Contact Person: Debbie Watters

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This project, located in the heart of a protestant area around the Shankill Road grew out of the incidence of Paramilitary punishments for local crime and violence and an increase in local antisocial behaviour arising after the 1994 cease-fire.

The organisation was initiated through a research study in loyalist working class West Belfast that, which, through consultation with local community groups and members, sought to find a viable alternative to paramilitary punishment beatings and shootings. However, the need to accept where the community was at in its

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thinking was important and so the starting point was conflict transformation rather than resolution. A core group of interested people and key stakeholders emerged from the research and the suggestions being made of how to deal with their local level crime and violence were almost identical to the concept of restorative justice already practised throughout the world, based on rebuilding and healing severed relations in the community, at the individual, family and community level (see bow below). Another aim was to combat hierarchical social capital structures and create more horizontal channels of reciprocity.

Main project activities revolve around

- restorative justice - dealing with incidences of violence and crime in the community,
- prevention program - trying to catch youth before they come to the attention of the paramilitaries,
- identity work with youth,
- community awareness around drug and alcohol abuse,
- structured group work and wide-ranging referral service,
- creating and maintaining / managing 'peacelines' (interface work)

These activities are only possible due to the cease-fire agreed in 1994 and the co-operation of paramilitaries who—instead of punishing the offender refer him (her) to the organisation—as well as the involvement of key ex-combatants with credibility and respect in the community and in the paramilitary organisations.

EPIC Ex-Prisoner Interpretative Centre

Woodvale Road   **Belfast**   **BT13 3BT**   **Tel. +44 (0) 2890 351 908**   **Fax: +44 (0) 2890 748 922**   **http:www.epic.org.uk**   **martin@epic.dnet.co.uk**   **Contact: Alistair Little**

EPIC is a loyalist political ex-prisoner organisation, formed as a charitable group by ex-combatants from an Ulster Volunteer Force (UVF) and Red Hand Commando (RHC) background. The organisation works as a self help group, conducting and applying participatory development techniques to achieve its objectives, to provide support to loyalist political ex-prisoners to alleviate the problems, concerns and challenges of demobilisation and reintegration back into the community. (Working especially on trauma counselling)

Women's Support Network

Down Town Women's Centre   **30 Donegall Street**   **Belfast, BT1 2GQ**   **Tel.:+44 2890 236 923**   **Fax.: +44 2890 319 879**   **wsn@iol.ie**   **Contact: Moire McCotter / Edel Quinn**

The Network carries out extensive lobbying, campaigning and research on issues affecting most women in Northern Ireland. Their activities are informed by ongoing work at the community level through their co-ordinating role of 25-30 Women's Centres throughout the Belfast area in both Catholic and Protestant communities. The Network works with, and for, the women of these communities on key issues such as:

- Raising women's representation in their communities as well as local politics through education and promotion of gender equality. (Women into politics program)
- Dealing with crisis situations (domestic violence, family and community conflict resolution)
- Trauma counselling, health services (concerned with increasing alcoholism among women)
- Dealing with effects of political violence on women.
- Access to benefits and services

The women's centres are located within the communities themselves and receive financial support largely from the European Support Fund for Peace and Reconciliation.

Intercom: Inter-community Development Project

The Intercommunity Development Project is a venture driven by an ethos of co-operation founded in 1995 by key community activists to combat the social, economic and political problems created by thirty years of violence in North Belfast. The organisation's core mission is to forge fruitful links between catholic and protestant community groups through long term strategic community work, economic rejuvenation, and political development driven by principles of mediation and negotiation. All the work involves key community and political representatives and relevant statutory bodies. The main project activities are an economic rejuvenation program, a peace-building network and a youth outreach program.

290 Antrim Road,
Belfast, BT15 5AA
Tel: +44 (0) 2890 352 165
Fax: +44 (0) 2890 744 171
Liam.intercomm@cinni.org
Contact: Liam Maskey & John
Loughran.

The peace building network is a venture set up in1996 the organisation as a response to street level confrontation and communal violence, with key individuals in the communities intervening in conflicts to manage and resolve them. Now it is trying to put a pro-active structure onto its program so that it does not rely just on a few key individuals but rather gets a commitment from the community as a whole. Their current model is based on a project from Managua, Nicaragua, which members of the organisation visited in 1998 whereby they have a network of strategically placed people - geographically as well as socially and politically - within their communities to get buy in from key constituencies.

Londonderry (Derry)
September 26th-27th, 2000

Peace and Reconciliation Group (PRG)

18-20 Bishop Street,
Derry,
BT48 6PW
Tel: +44 (0) 2871 369 206
Fax: +44 (0) 2871 377 009
PeacePRG@aol.com
Contact: Tanya Gallagher

Established in 1976 as part of a wider Peace People Movement, it provides a service to the whole of Derry City. The aim of the PRG is to promote reconciliation through the delivery of community development and community relations programs. As well as co-ordinating the activities of the various community groups under its umbrella (including research, technical assistance and fund raising support), PRG is involved in Youth identity projects, Women into Politics, interface projects, a youth exchange program, the Cross border youth and citizenship program, community development advice, as well as networking on an international level.

Bloody Sunday Trust

39 Shipquay St.
Derry,
BT48 6DL .
Tel. +44 2871 360 880
FAX.+44 2871 360 881
http://www.bloodysundaytrust.org
admin@bloodysundaytrust.org

The Trust is a Derry based history and educational project established to commemorate the events of Bloody Sunday. On this day (January 12th 1972) 14 innocent men were murdered during an anti-interment rally on the streets of Derry by British troops. The Bloody Sunday Trust is a community based education and history organisation that was established in 1997 with the aim of exploring the recent troubled history of the City of Derry as a means of enhancing respect and understanding for Human Rights, and promoting mutual understanding through the honest examination of our past, with particular reference to events during the past 30 years.

Tullyalley Community Development Centre

Established in 1994, this organisation is located in the heart of a severely deprived Loyalist estate of Derry on the Waterside (65% unemployment, 80% dependence on state benefits, serious problems of underage drinking and anti-social behaviour). The estate was very much at the centre of the recent violence relating to the Orange marches in early July. The estate is ripe for Paramilitary activity and the Paras have support here. In response to the chronic social and violence problems in the area an organisation has formed that is made up of a youth drop in centre, a play-group for younger children and co-ordination office of 16 local committees on the estate. The project has a Youth worker, a Health worker, a Development officer and a full time administrative worker as well as benefiting from the work of 30 volunteers in the estate. Their work revolves around:

- Youth work with protestant identity / culture - recently the youth group was allowed to create their own mural to reflect their history and culture in non-violent images.
- Creating an alternative to the conventional youth club.
- Conflict management and resolution / interface work - during times of tension they have established a line of communication using mobile phones to leaders from neighbouring catholic community in order to monitor activities on the estate and diffuse potential violence - have a line to RUC.
- Capacity building of local volunteers in conflict management and mediation, as well as organisation of committees etc.

The organisation has received money from the EU Community Cohesion programme which is designed to go to most deprived areas to encourage community cohesion through rebuilding internal relations as well as interface work with other community. Much of the money was allocated for cross community work as this was the approach most supported by donors - but in practice it is very difficult to get results in cross community work due to high levels of fear, mistrust and danger in working with conflicting groups.

NIACRO: Northern Ireland Association for the Care and Resettlement of Offenders

Established in 1972, NIACRO's work centres around the Criminal Justice System in Northern Ireland, keeping people out of prison, ensuring that they and their families receive adequate services and are properly treated during the period of imprisonment, and attempting to assist reintegration back into society upon release. They also operate a number of community restorative justice programs in nationalist areas of Derry and surrounding areas (Strabane, Omagh, Letterkenny).

Their Community Restorative Justice work Concentrate on 3 main areas:

- **Training** of volunteers in human rights, mediation and restorative justice techniques and tools as well as other issues as they come up - child labour, domestic violence, legal skills etc.
- Setting up **Community Charters** - Participatory consultation with whole community as to what that communities 'rules of the game' will be including what issues the Community Restorative Justice programme will not deal with.
- Setting up an **independent group** to mediate for Community Restorative Justice. If and when the issue is not resolved or should be referred onto local authorities or services. An independent monitor from Michigan University assesses all NIACRO's work.

Rural Community Network

The Rural Community Network is a voluntary organization established by community groups from rural areas to articulate the voice of rural communities on issue relating to poverty, disadvantage and equality. Formed in 1991 it is a membership organization with over 500 members working throughout rural Northern Ireland to improve the lives of both communities.

Annex 7
Alliance Programme: Architecture for Navigating the Alliance Webpage

Programa de Alianzas: Arquitectura de Navegacion Alianzas PaginaWeb

Ventanas	Niveles de Informacion
▪ Qué es el Programa Alianzas	▪ Ciclo Annual ▪ Estudios de Caso 1996-2001 ▪ Fondo para el Fortalecimiento de alianzas (2000-2002)
▪ Balance general	▪ 379 casos identificados en diversas regiones del país, sobre diferentes temáticas y diferentes tipos de organización. ▪ 38 casos documentados a profundidad a través de estudios de caso. ▪ 9 encuentros regionales de análisis e intercambio sobre el desarrollo de las alianzas en Cali, Barranquilla, Medellín, Manizales, Bucaramanga ▪ 38 casos documentados a profundidad a través de estudios de caso. ▪ Cerca de 700 líderes cívicos y gubernamentales, empresarios y académicos motivados y con mayores conocimientos acerca de las alianzas. ▪ 20 experiencias exitosas de alianzas, difundidas en el ámbito regional y nacional a través de medios masivos de comunicación.
▪ Qué son las Alianzas	▪ Definición ▪ Objetivo Común ▪ Objetivo de los socios ▪ Interdependencia de los aportes ▪ Autonomía de los socios ▪ Relaciones abiertas ▪ Ventajas en lo económico, social, político.
▪ Experiencias Postuladas	▪ Lista de 73 experiencias postuladas durante 1996 ▪ Lista de 68 experiencias postuladas durante 1997 ▪ Lista de 108 experiencias postuladas en el año 1998 Lista de 130 experiencias postuladas en el año 1999
▪ Estudios de Caso	▪ 379 casos identificados en diversas regiones del país, sobre diferentes temáticas y diferentes tipos de organización ▪ Aparecen desde 1996 –2001
▪ Lecciones aprendidas	▪ Las alianzas son una estrategia de gestión utilizada para abordar una diversidad de retos sociales ▪ Las alianzas fortalecen la capacidad de los grupos, organizaciones comunitarias, ONG, entidades públicas y privadas. ▪ El reto más importante que tienen que asumir las alianzas es como construir confianza. ▪ Las alianzas pueden ser originadas con el liderazgo de cualquiera de los sectores. ▪ Las alianzas se construyen mediante diversas formas de organización.
▪ En que estamos	▪ Documentación de experiencias ▪ Fondo para el fortalecimiento de las alianzas:
▪ Publicaciones	▪ Nuevas formas de gestión, vínculos de cooperación entre el gobierno local y la ciudadanía organizada-1996. ▪ Alianzas para la superación de la Pobreza – 1998.
▪ Nodos Regionales	▪ Valle del Cauca, Cauca, Nariño y Putumayo. ▪ Antioquia, Chocó y Córdoba. ▪ Santander, Norte de Santander, Arauca y Casanare. ▪ Cundinamarca, Boyacá, Meta, Amazonas, Vichada, Guainía, Guaviare, Vaupes y Bogotá. ▪ Tolima, Huila y Caquetá. ▪ Caldas, Risaralda y Quindio. ▪ Atlántico, Cesar, Magdalena, San Andrés, Sucre, Bolívar y Guajira.
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