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ANNEX II

to the Commission Implementing Decision on the financing of the annual action plan in favour of Colombia for 2024

Action Document for Project Future: private sector and communities in action for peace

ANNUAL PLAN

This document constitutes the annual work programme within the meaning of Article 110(2) of the Financial Regulation, within the meaning of Article 23 of the NDICI-Global Europe Regulation.

1 SYNOPSIS

1.1 Action Summary Table

1. Title CRIS/OPSYS business reference Basic Act	Project Future: private sector and communities in action for peace OPSYS number: ACT-62043 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)
2. Team Europe Initiative	EU Members States contributions to the TEI Peace/ Reincorporation (Germany, The Netherlands, Sweden, Spain, Portugal, France and Ireland) is approximately EUR 123 million. There will be no contribution of EU Member States to this Action.
3. Zone benefiting from the action	The action shall be carried out in Colombia
4. Programming document	Colombia Multiannual Indicative Programme for 2021-2027
5. Link with relevant MIP(s) objectives / expected results	Priority Area 1 Peace Specific Objective 1: contribute to a stable and sustainable peace in the territories, with particular emphasis on the implementation of chapter 1 (Comprehensive Rural Reform), chapter 3.2.2 (Economic and Social Reincorporation of FARC-EP) and chapter 5 (Agreement on the victims of the conflict) of the Peace Agreement. Specific Objective 2: address inequalities as root causes of violence and poverty, including through increased focus on technical and vocational education and training, which is crucial for decent employment, particularly for supporting youth, women in all their diversity, reintegration and rural development.
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	152 – Conflict Peace and Security, including peace building, conflict prevention, reintegration of ex-combatants, removal of landmines

7. Sustainable Development Goals (SDGs)	Main SDG (1 only): SDG 16 Peace, justice and strong institutions Other significant SDGs (up to 9) and where appropriate, targets: SDG 8 Decent work and economic growth SDG 5 Gender equality and women empowerment SDG 10 Reduction of inequalities			
8 a) DAC code(s)	16020 – Employment creation 30% 15240 – Reintegration and SALW control 40% 11330 – Vocational training 30%			
8 b) Main Delivery Channel	Non-governmental organisation 20000 Private sector institutions 60000			
9. Target	<input type="checkbox"/> Migration <input type="checkbox"/> Climate x Social inclusion and Human Development x Gender <input type="checkbox"/> Biodiversity x Education <input type="checkbox"/> Human Rights, Democracy and Governance			
10. Markers (from DAC form)	General policy objective	Not targeted	Significant objective	Principal objective
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	x
	Aid to environment	x	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women's and girl's empowerment	<input type="checkbox"/>	x	<input type="checkbox"/>
	Reproductive, maternal, new-born and child health	x	<input type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction	x	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities	<input type="checkbox"/>	x	<input type="checkbox"/>
	Nutrition	x	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Principal objective
	Biological diversity	x	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	x	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	x	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	x	<input type="checkbox"/>	<input type="checkbox"/>

11. Internal markers and Tags:	Policy objectives	Not targeted	Significant objective	Principal objective
	Digitalisation	x	<input type="checkbox"/>	<input type="checkbox"/>
	digital connectivity	YES <input type="checkbox"/>	NO x	
	digital governance	<input type="checkbox"/>	x	
	digital entrepreneurship	<input type="checkbox"/>	x	
	digital skills/literacy	<input type="checkbox"/>	x	
	digital services	<input type="checkbox"/>	x	
	Connectivity	<input type="checkbox"/>	x	<input type="checkbox"/>
	digital connectivity	YES <input type="checkbox"/>	NO x	
energy	<input type="checkbox"/>	x		
transport	<input type="checkbox"/>	x		
health	<input type="checkbox"/>	x		
education and research	<input type="checkbox"/>	x		
Migration	<input type="checkbox"/>	x	<input type="checkbox"/>	
Reduction of Inequalities ¹	<input type="checkbox"/>	x	<input type="checkbox"/>	
Covid-19	<input type="checkbox"/>	x	<input type="checkbox"/>	
BUDGET INFORMATION				
12. Amounts concerned	Budget line(s) (article, item): 14.020140 Total estimated cost: EUR 8 500 000 Total amount of EU budget contribution EUR 8 500 000			
MANAGEMENT AND IMPLEMENTATION				
13. Type of financing	Direct management through: - Grants - Procurement <i>Alternatively: indirect management</i>			

1.2 Summary of the Action

Colombia is in the process of implementing the Peace Agreement with the Revolutionary Armed Forces of Colombia - People's Army (FARC-EP) signed in 2016 after more than 50 years of internal armed conflict. The implementation of this Agreement is one of the challenges assumed by the new administration of President Gustavo Petro, who has also incorporated into its National Development Plan 2022-2026 "Colombia World Power for Life" a special chapter called "Total Peace". This policy proposes, in addition to complying with the Agreement, the promotion of new peace negotiations with other armed and criminal

¹ For more information, please consult: The European Commission inequality marker - Publications Office of the EU (europa.eu) and Inequality Marker – Complementary Guidelines Application of the I-Marker to SSC fiches and Action Documents | Capacity4dev (europa.eu)

groups, the development of strategies to de-escalate violence and the promotion of a culture of peace in everyday life.

The overwhelming majority of the 12,000 ex-FARC combatants who are signatories of the Peace Agreement (“*firmantes de paz*”) remain committed to the reintegration process, reflecting their commitment to building Peace. Despite significant progress with their reintegration, this action focuses on effectively addressing some of the significant challenges that remain, particularly the barriers that they face in terms of access to economic opportunities and labour inclusion, as well as the weak articulation and coordination between the actors and instances involved in the implementation of the Peace Agreement.

This action is part of the EU’s commitment to contribute to peacebuilding efforts in Colombia, with the aim of improving the living conditions of individuals and groups affected by violence. To this end, it proposes (i) generating concrete strategies aimed at promoting labour inclusion and (ii) strengthening the capacities of the institutions involved in, and the beneficiaries of, ongoing peace processes in Colombia.

The implementation of the action will focus primarily on Antioquia, Caquetá, Cauca, Putumayo, Valle del Cauca, Chocó, and Nariño. These are territories where the different population groups targeted by this action converge: signatories of the 2016 Peace Agreement undergoing a reincorporation process, the population targeted by the new negotiations with armed and delinquent groups, young people who participate in the socio-legal dialogues and vulnerable youth in risk of recruitment. In these areas, 2,600 people from the population groups described will benefit through the different actions, of which 25% will be women and at least 10% people with disabilities.

To overcome the barriers that prevent access to job opportunities, the action will carry out analyses of employment supply and demand, to identify the needs and opportunities in the different territories. In addition, it will promote training processes to develop skills in the population, thus facilitating their insertion into the labour market. The action will establish strategic alliances with companies and organisations to promote labour inclusion and will provide advice and monitoring to strengthen the capacities of both companies and beneficiaries, ensuring their permanence in jobs.

Likewise, to strengthen institutional and population capacities, comprehensive support will be provided to actors at both the national and local levels in the implementation of strategies aimed at prioritised populations. The action will focus on strengthening both individual and organisational capacities to facilitate effective reintegration into civilian life, encouraging coexistence and reconciliation in territories affected by armed conflict and violence.

The Action will also contribute to the fulfilment of the EU Gender Action Plan 2021-2025 GAP III²³, in particular to its thematic areas of engagement: “Integrating the women, peace and security agenda” and “Promoting economic and social rights and empowering girls and women”. Likewise, it will contribute to the implementation of the EU Strategy on the Rights of Persons with Disabilities⁴, and the EU’s Action Plan on Human Rights and Democracy 2020-2024⁵.

1.3 Zone benefitting from the Action

The Action will be carried out primarily in the departments of Colombia listed above, with the possibility to expand to other areas to ensure overall consistency.

² EU Gender Action Plan 2021-2025 GAP III: https://www.eeas.europa.eu/eeas/gender-action-plan-iii-towards-gender-equal-world_en

³ EU Gender Action Plan (GAP) III adopted by the European Commission and the High Representative of the Union for Foreign Affairs and Security Policy and welcomed through EU Presidency Conclusions by 24 EU Member States.

⁴ EU Strategy on the Rights of Persons with Disabilities: <https://ec.europa.eu/social/main.jsp?catId=1484&langId=en>

⁵ EU’s Action Plan on Human Rights and Democracy 2020-2024.: https://www.eeas.europa.eu/sites/default/files/eu_action_plan_on_human_rights_and_democracy_2020-2024.pdf

2 RATIONALE

2.1 Context

Colombia is a social state governed by the rule of law with solid institutions at the national level. Colombia is a member of the UN, the OAS, the Pacific Alliance, and, as of 2020, the OECD. It is also the only country in Latin America that is a global partner of NATO.

The country ranks 88th in the Human Development Index (HDI 2021-2022) out of 191 evaluated countries. In the last decade, Colombia has progressed in human development, moving from an HDI of 0.733 in 2011 to 0.752 in 2021. However, due to the COVID-19 pandemic and its socioeconomic impacts, growth lost momentum in 2020 and 2021, as was the case with 90% of the world's countries.⁶ Despite this growth and its accession to the OECD, which involved adjustments in some economic and social policies, Colombia remains one of the most unequal countries in the world in terms of income, with a Gini index of 0.52 and a monetary poverty rate of 39.3%. This income inequality highlights gaps in access to opportunities in education, health, social security, and access to decent employment⁷, with a 12.5% unemployment rate as of January 2024⁸. Additionally, there is also evidence of major inequalities in aspects beyond income, such as inequality in the distribution of assets and goods, access to basic utilities in the home, land ownership, and financial inequality⁹. These indicators are more pronounced among historically excluded and vulnerable populations, particularly in rural areas of the country.

For over six decades, the country has faced an internal armed conflict involving numerous actors and phenomena, including paramilitary groups, various left-wing guerrillas, drug trafficking, and a variety of organised armed groups and criminal gangs with presence in much of the national territory. This prolonged conflict has left a tragic toll of 9,659,204 registered victims, 8,219,403 displaced persons, 194,814 victims of direct and indirect forced disappearance¹⁰, and although the figure has decreased in recent years, Colombia records a homicide rate of 20 per 100,000 inhabitants (2023), placing it fourth highest in Latin America and still above the world average.

About 80% of the victims of internal displacement are women and children. In response, the Victims and Land Restitution Law (Law 1448 of 2011) implemented measures to ensure gender equality when women are displaced from their land. Additionally, in 2013 the National Council on Economic and Social Policy issued detailed policy guidelines (CONPES 3784) regarding the rights of women victims of the armed conflict¹¹. In Colombia, the security of women and girls deteriorated because of the armed conflict and the use of social control and sexual violence by illegal armed groups, according to the Inter-American Commission on Human Rights. Indigenous and Afro-Colombian women were disproportionately victims of sexual violence and internal displacement during the armed conflict. They were also disproportionately killed: out of 3,445 cases of murder of indigenous and Afro-Colombian individuals, 65.5% of the victims were women¹².

In Colombia, slightly over 200,000 victims of the armed conflict – only 2.5% of the total – have reported some type of disability (Registry of Victims Citation 2017), which is an astonishingly small figure considering the actual number of people with disabilities who are supposed to have been affected by the conflict.

Colombia ratified the Convention on the Rights of Persons with Disabilities in 2011. The 1997 National Framework Law on Disability was harmonised with the Convention in 2013 and complemented with other

⁶ Evolution of the last 10 years of Human Development, Human Development Report for Colombia, Notebook 1, UNDP, November 2022, p. 24.

⁷ Perceptions and subjective well-being in Colombia, Human Development Report for Colombia, Notebook 2, UNDP, February 2023, p. 102

⁸ National Administrative Department of Statistics, DANE, at: <https://www.dane.gov.co/>

⁹ Equality and Productivity: Pillars of Human Development in Colombia, Human Development Report for Colombia, Notebook 5, UNDP, December 2023, p. 14.

¹⁰ Unit for Victims, Government of Colombia, <https://www.unidadvictimas.gov.co/es/registro-unico-de-victimas-ruv/>

¹¹ Overview of gender equality in Colombia | Gender Equality in Colombia: Access to Justice and Politics at the Local Level | OECD iLibrary (oecd-ilibrary.org)

¹² [Las mujeres en Colombia | UN Women – Colombia, https://colombia.unwomen.org/es/ONU-mujeres-en-colombia/las-mujeres-en-colombia](https://colombia.unwomen.org/es/ONU-mujeres-en-colombia/las-mujeres-en-colombia)

regulations. However, the provisions of the Convention are being incorporated progressively into the national reality. Among these provisions, Article 11 of the Convention states that a State Party is obliged under international humanitarian and human rights law to take all necessary measures to ensure the protection and safety of persons with disabilities in situations of risk, including armed conflict. Despite this, there is no specific focus on disability in the Peace Agreement of 2016¹³.

In 2016, the Colombian State and the Revolutionary Armed Forces of Colombia – FARC signed a Peace Agreement based on six pillars: 1) Comprehensive Rural Reform; 2) Political Participation; 3) End of the conflict (which includes the reincorporation process of ex-combatants); 4) Solution to the Problem of Illicit Drugs; 5) Victims: Comprehensive System of Truth, Justice, Reparation, and Non-Repetition; and 6) Implementation, verification, and ratification.

While its implementation has presented an opportunity for the country to address various structural conditions upon which violence and conflict have been built, and renewed efforts are evident for a more comprehensive development of the Agreement, enormous challenges remain for its full implementation in all the six points for the construction of a stable and lasting peace.

From September 2016 to February 2024, 1461 leaders, activists, human rights defenders, and 413 signatories of the Peace Agreement have been killed¹⁴. In light of this, one of the major concerns, as highlighted in the most recent report by the United Nations Verification Mission in Colombia, pertains to the lack of security guarantees and the persistence of violence in several regions of the country, which have hindered the improvement of living conditions for communities and, at the same time, have been an obstacle to the transition to civilian life for peace signatories. Insecurity also threatens to prevent the full truth from coming to light within the context of the transitional justice process.

As a result of the Peace Agreement, over 12,000 people are undergoing their reincorporation process into society with the support of the Colombian State and international cooperation. Around 80% of peace signatories are engaged in productive projects, 99% are enrolled in the Colombian healthcare system, and 93.2% are enrolled in the pension system¹⁵. The vast majority receive monthly economic support equivalent to 90% of the current legal minimum wage. The recently approved *Comprehensive Reincorporation Programme (PRI)*, seeks to strengthen the capacities of individuals, families, and communities in four strategic areas: social, economic, political, and community reincorporation. This reflects the interest in consolidating the permanence of signatories in legality, ensuring access to their rights, and strengthening the community environments where they are undergoing their reincorporation process.

Although the Peace Agreement with the FARC meant the laying down of arms of the oldest and most powerful guerrilla group, the Colombian State still faces significant challenges for peace consolidation, security, and good governance due to the presence of various organised armed groups and criminal organisations with the capacity to control illegal economies (drug trafficking and mining) and with negative impacts on democratic stability at the regional level due to the territorial and political control they exert in several parts of the country. Institutional problems, such as corruption and impunity, further exacerbate these challenges.

The National Development Plan 2022-2026 of the Petro Government, ‘Colombia: A Global Power of Life’, which aims to address the country’s most relevant issues, revolves around five transformation axes: 1. Land-use planning around water, 2. Human Security and Social Justice, 3. The human right to food, 4. Productive transformation, internationalisation, and climate action, and 5. Regional Convergence. It also establishes four comprehensive axes: (a) Total Peace, (b) Differential Actors for Change, (c) Macroeconomic Stability, and (d) Foreign Policy with a Gender Approach¹⁶.

Total Peace, included in the PND, is understood as a participatory, inclusive, and comprehensive commitment to achieving stable and lasting peace, with guarantees of non-repetition and security; with standards that prevent impunity and guarantee the rights of victims to truth, justice, and reparation. The Total Peace proposal encompasses various fronts of action: the comprehensive implementation of the peace agreement signed with

¹³ Persons with disabilities and the Colombian armed conflict (tandfonline.com)

¹⁴ Institute of Studies for Development and Peace, INDEPAZ, <https://indepaz.org.co/>

¹⁵ Agency for Reincorporation and Normalisation, ARN, <https://www.reincorporacion.gov.co/es/agencia/Paginas/ARN-en-cifras.aspx>

¹⁶ Government of Colombia, National Development Plan (PND).

the FARC-EP, the promotion of new peace negotiations, the development of strategies for de-escalating violence, and the promotion of a culture of peace in everyday life.

In this framework, the Colombian State has initiated various dialogue and negotiation scenarios with conflict actors, including: 1. *Sociopolitical dialogues with politically recognised organisations*. Progress is being made in a dialogue table with the National Liberation Army – ELN, with the Segunda Marquetalia, and with the Central High Command of the FARC - EMC (dissidents from the 2016 peace process). 2. *Socio-judicial conversations* are mainly conducted with high-impact criminal structures. In this urban line, progress has been made in regional processes mainly in Quibdó, Buenaventura, and Medellín.

In addition, and as a strategy for de-escalating violence, the National Programme “Youth in Peace” (*Programa Nacional Jóvenes en Paz*) is being developed. It aims to implement a comprehensive care route for youth aged 14 to 28 in extreme poverty, poverty, and vulnerability, rural youth, those victims of sexual exploitation, or at risk of involvement in criminal dynamics in violence-affected territories. The goal of this programme is 100,000 young people during the government’s term¹⁷.

The current government’s efforts to address the multiplicity of armed groups and counteract expressions of violence in Colombia face enormous challenges. Mainly due to the complexity of coordinating various dialogue processes in parallel, coupled with the characteristics and particularities of the armed and criminal groups involved, and the uncertainty about the legal norms of submission or transitional justice applicable to each conversation scenario. Likewise, there is little public support due to the lack of knowledge about the progress of the processes, limited dissemination, and the absence of strategies for civil society participation.

The progressive materialisation of agreements from the various dialogue fronts and negotiations with the involved armed groups implies structuring policies and programmes tailored to the needs and characteristics of ex-combatants who lay down their arms to transition to civilian life and effectively integrate into the democratic system at social, economic, political, and community levels.

Colombia’s experience with policies for the incorporation into civilian life of ex-combatants from various armed groups can be capitalised on for these new negotiation scenarios and future demobilisations. The Agency for Reincorporation and Normalisation (ARN) has been the entity responsible for coordinating reincorporation policies in Colombia. However, there are multiple challenges for national and regional institutions to receive and carry out the necessary programmes for the comprehensive care of these new ex-combatants who are dispersed in different territories of the country and with differentiated profiles according to their group of origin.

2.2 Problem Analysis

There are barriers to economic sustainability of ex-combatants of armed groups: For those who were part of an armed organisation, starting the transition to civilian life implies building a new life project based on creating conditions that enable integration into legality. This process requires implementing strategies for economic stabilisation aimed at consolidating productive alternatives for sustainable income sources in the short, medium, and long term, either through a productive project or through employment.

Among the factors that increase the recidivism of former members of armed groups are economic reasons related to the lack of opportunities that lead to unemployment and poverty among ex-combatants, limiting their ability to have a stable life within legality. Therefore, one of the most significant challenges of Disarmament, Demobilisation, and Reintegration (DDR) processes worldwide is to ensure sustainable income generation for former members of armed groups, at-risk youth, and their families. In this sense, much of the success of peace processes and the economic inclusion of ex-combatants depends largely on the implementation of labour inclusion strategies that incorporate, on one hand, actions with companies, the private and public sectors that allow for job inclusion opportunities, and on the other hand, actions with the population aimed at strengthening their general and specific labour skills, enabling them to overcome the various barriers they face to access the job market.

Barriers to the employability of the ex-combatant population, in general, can be classified into three groups: (i) *Personal*: those related to their educational trajectories, academic levels, or professional training, which

¹⁷ Government of Colombia, Decree 1649 of 2023, by which the National Youth in Peace Programme is regulated.

are insufficient or not in line with the demand of the labour market in the territories; likewise, insufficient or no previous work experience, weak soft or transversal skills. (ii) *Environmental*: referring to the geographical conditions and characteristics of the territories that limit access to employment options, as these are regions with low supply and limited business development; likewise, these are environments affected by conflict and lack of opportunities. (iii) *Organisational*: those that arise with companies or employers related to the lack of information regarding the characteristics of former members of armed groups. Also, barriers associated with discrimination, mistrust, or stigmatisation, and prejudices and beliefs about the conditions and abilities that former members of armed groups must perform in a job. (ARN, EIL)¹⁸.

These barriers are particularly pronounced in people with disabilities and especially in women, who face a marked disparity in the economic autonomy of their homes, most of them dedicated to care work without adequate remuneration, which affects their productive and purchasing capacity. The reproduction of gender roles, the lack of formal contracts and the economic dependence on support associated with reintegration are additional concerns, which is why the need to guarantee dignified and sustainable conditions for the labour inclusion of women is highlighted, especially those who are head of their households¹⁹.

According to the National Inclusive Employment Report – INEI (2022-2023), the situation of the labour market in Colombia implies significant challenges for vulnerable populations, including ex-combatants, as they face significant barriers in their training trajectories for employment, formal education, and job placement processes. This drastically affects “the reduction of poverty, equity of opportunities, increased business productivity, and hence, social mobility”²⁰. Likewise, the report points out the gaps in employment particularly for women in Colombia, whose unemployment rate in 2023 was 12.8% and their employment rate was 45.9% while that of men was 70.4%²¹. The responsible inclusion of former combatants and women formerly part of armed groups in formal economic circuits translates into a substantial improvement in the quality of life of people and a lower risk of recidivism.

There is weak articulation and coordination among the actors and entities involved in the implementation of peacebuilding policies. Although the Agency for Reincorporation and Normalisation (ARN) has been responsible for managing, coordinating, and evaluating policies for inclusion in civilian life in recent history, it is not the only entity responsible for implementing reinsertion, reintegration, reincorporation, or submission to justice programmes for former members of organised armed groups. In this regard, the involvement, complementarity, and coordination by national and territorial entities to make effective policies, plans, and programmes aimed at the social, economic, political, and community reintegration of former combatants from different armed groups have not been insufficient.

It is also noticeable that the instances created in peace agreements or negotiations to make decisions about the implementation of programmes and plans lack coordination, and planning capacities that allow them to adequately manage according to their competencies. Consequently, there is an institutional challenge to ensure the effective functioning and consolidation of these instances from the perspective of peacebuilding.

Although in 2023, the establishment of the National Reintegration System (SNR) was approved as a mechanism for national and territorial inter institutional coordination and articulation to implement plans, programmes, and projects that promote the Reintegration Policy, the decree formalising its creation is still under review. Likewise, its scope of action is limited to reintegration issues, but it does not include competencies for the coordinated care of former members of other armed groups in the process of joining civilian life, making it a limited system.

On the other hand, for ongoing peace negotiation processes, coordination instances for the implementation and care of former members of armed groups linked to the Total Peace Policy are not yet defined.

The proper implementation of the processes of inclusion in civilian life for former members of armed groups and their families demands that the different sectors (public, private, third sector, and international

¹⁸ Agency for Reincorporation and Normalisation (ARN) Model for Employability and Labour Inclusion, 11/2023.

¹⁹ Technical balance on progress, challenges and challenges for the implementation and mainstreaming of the gender equality approach in the reintegration process of women and LGBTI persons, CNR Technical Gender Table, November 2022, p.32

²⁰ National Inclusive Employment Report 2022-2023, INEI, Alliance for Labour Inclusion, February 2024, p.9.

²¹ National Inclusive Employment Report 2022-2023, INEI, Alliance for Labour Inclusion, February 2024, p.159

community) be aligned and work together and coordinated in their execution both at the national and territorial levels. This requires the articulation of competencies, responsibilities, strategies, and actions.

Stakeholders (duty bearers and right holders)

The development of the action involves coordination with different institutions of the National Government, bodies and actors involved in the implementation of peace consolidation processes in Colombia. The above requires an effort of coordination and complementarity between the interested parties in relation to their functions, powers and responsibilities.

In the case of the National Reincorporation Policy, the **National Reincorporation System**²² was created as an inter-institutional coordination and articulation mechanism, with the objective of formulating and implementing plans, programmes and projects that allow access and effective enjoyment of rights of people in reintegration process, their families and communities. The implementation of this System generates a binding regulatory framework that facilitates the adequate articulation of the institutions, of different actors, and at the same time the coordination of the offer at the national and territorial level for reintegration. 41 entities at the state and territorial level, including mayors, governorates, and relevant instances for implementation, are part of this system. Taking into account the above, the institutions, bodies and actors relevant to the development of the action are described below:

Presidential Agency for International Cooperation—APC: A state institution responsible for managing, guiding, and technically coordinating public, private, technical, and non-refundable financial international cooperation received or granted by the country. In EU cooperation projects, it coordinates actions with competent entities.

Office of the High Commissioner for Peace—OACP: This office is responsible for advising the President of the Republic in formulating and structuring policies, programmes, and projects required for implementing the Peace Agreements signed in coordination with competent entities.

Peace Agreement Implementation Unit: entity attached to the OACP responsible for implementing the Peace Agreement signed with the FARC-EP, strengthening participation instances, promoting a culture of peace, and facilitating dialogues with regional authorities on the Total Peace policy. Its director is part of the National Reincorporation Council (Consejo Nacional de Reincorporación, CNR), which guides the reincorporation policy at the national level.

Agency for Reincorporation and Normalisation—ARN: It aims to manage, implement, coordinate, and evaluate, in coordination with competent entities and instances, the policies for inclusion in civilian life within the framework of reinsertion, reintegration, reincorporation programmes, and submission to justice of former members of organised armed groups and structures of high-impact armed organisations. Most likely, due to its competencies, it will lead the inclusion route for former combatants of the new armed groups negotiating with the National Government. With the approach assumed by the ARN since 2023, its programmes and plans have been renewed, making them more relevant to the needs of reintegration, which is why it has legitimacy on the part of the signatories of the agreement who identify with the strategies that are currently being developed. The ARN has a broad territorial presence through its network of offices and regional teams, including in the territories where the action will be developed, that allows attention, management of offers and benefits in the places where its target population is located. The action will promote articulation both with the national level of the Agency and with its regional offices.

Ministry of Labour: A state entity responsible for formulating, adopting, and guiding public policy in labour matters to contribute to improving the quality of life of Colombians and ensuring the right to decent work through the identification and implementation of strategies for job creation and formalisation, respect for fundamental labour rights, and the promotion of social dialogue and assurance for old age.

Other entities participating in the implementation of care routes for former combatants from various armed groups include **Ministry of Health and Social Protection (MSPS)**, responsible for healthcare and coordinating care for people with disabilities and processes for sexual and reproductive health, and prevention

²² The decree that gives it regulatory support is in the process of formalization.

of gender-based violence. **National Training Service (SENA)** is a key entity in the implementation of policies for vocational training, entrepreneurship, and employment guidance.

The Ministry of Labor, Health and SENA are public entities at the central level but functionally decentralised at the departmental, district or municipal levels, which allows the generation of supply and articulation at the local level. The above is decisive for the generation of coordinated processes at the territorial level, which will allow greater efficiency and agility in the development of the action. These entities have a presence in the territories targeted by the action.

Ministry of Equality and Equity was created in 2023 with the purpose to design, implement, coordinate and evaluate policies, programmes or projects aimed at eliminating economic, social and political inequalities of the vulnerable populations, marginalised groups and subjects of special protection, among others, including young people, women and persons with disabilities. Due to its competencies, it plays an important articulating role in peace-building strategies and is the entity in charge of leading the “*Youth in Peace Programme*”, one of the main commitments of the current government to prevent young people from joining criminal organisations.

National Reincorporation Council – CNR: body made up of two representatives of the National Government and two representatives of the FARC EP whose function is to define activities of the reincorporation process, give guidelines to the Territorial Reincorporation Councils, verify the viability of productive projects and advance economic, social and political monitoring. This instance gathers the voices of different expressions and organisations for reintegration at the national level and is an important stage for dialogue to promote the Reincorporation Policy.

Business and European sector in Colombia: Includes the public and private business network that carries out its economic activity in the country, including European companies, who are an essential part of economic growth and potential generators of formal job opportunities for the target population at the regional level, through the promotion of an ecosystem focused on diversity, inclusion, and overcoming barriers for populations affected by violence and armed conflict.

Territorial Governments, including municipalities and governorships, have competencies in several relevant dimensions for implementing peace policy (e.g., health, education, territorial planning) and a central role in promoting reconciliation and coexistence actions. For the development of the action, it will be important to promote articulation with territorial entities and of these with the national level. With the arrival of new mayors and governors starting in January 2023, it is expected that they will include in their Territorial Development Plans specific commitments and programmes that will boost the economic and social reintegration of ex-combatants in their territories.

Territorial Peace Councils: These spaces for citizen participation advise local governments on implementing peacebuilding, coexistence, and reconciliation actions.

Civil society organisations: Women’s organisations, youth organisations and organisations of persons with disabilities are key partners given their complementary scope of action and the role they play in complementing local authorities. They also have an important role in keeping local authorities accountable for their responsibilities and advocating for their rights to be respected.

Regarding the **direct and indirect beneficiaries (rights holders) of the intervention:** it will be the population that was a member of various armed and criminal groups, their families, receiving communities, and youth at risk of belonging to these armed and criminal groups.

3 DESCRIPTION OF THE ACTION

3.1 Objectives and Expected Outputs

The Overall Objective of this action is to contribute to the peace consolidation efforts in Colombia²³, to improve the living conditions of individuals, especially those most affected by the conflict, victims, former combatants, youth, women in all their diversity, and receiving communities.

The Specific Objectives of this action are to:

1. Generating conditions for the economic sustainability of the populations involved in peacebuilding policies and processes, with a particular focus on women including in all their diversity, through strategies that promote capacity development and access to opportunities for income generation.
2. Providing technical assistance to strengthen the capacities of institutions, organisations, and populations involved in peacebuilding policies and processes, from an inclusive, human rights and gender equality-based perspective at a national level.

The Outputs to be delivered by this action contributing to the corresponding Specific Objectives are:

- 1.1 Implementation of strategies to promote opportunities for the labour inclusion of populations linked to peacebuilding policies and processes implemented in prioritised territories.
- 2.1 Strengthening the capacities of different actors at the national and territorial levels linked to peacebuilding policies and processes.

3.2 Indicative Activities

Activities relating to Output 1.1

- Conducting an analysis of supply and demand related to the characteristics and labour needs of the targeted population and the job market opportunities in prioritised territories.
- Facilitating training processes for prioritised – vulnerable - populations aimed at developing skills and competencies necessary for accessing the job market, based on the needs of the labour market.
- Forging partnerships with relevant companies, organisations, and public and private institutions to identify opportunities and promote the labour inclusion of prioritised populations at a national level.
- Implementing counselling, guidance, and monitoring actions with the business sector and beneficiaries to enhance their capacities, overcome employment barriers, and promote job retention.

Activities relating to Output 2.1

- Providing comprehensive support to national and local actors in implementing strategies and service routes for populations linked to peacebuilding policies and processes.
- Offering technical support to national and territorial coordination bodies established for the implementation of processes addressing former members of armed groups and at-risk youth.
- Strengthening the capacities of individuals and organisations for their integration into civilian life.
- Promoting actions aimed at strengthening social fabric, coexistence, and reconciliation in territories.

3.3 Mainstreaming

Environmental Protection & Climate Change

²³ This Action will be aligned with the ongoing FPI project “Support to peace consolidation in Colombia”/NCIDI-FPI-CRISIS/2024/454-197 . Through the steering committees of the FPI project complementarity and synergies between actions will be assure taking into account the geographical scope of the FPI action: Pacific Coast, North of Cauca and territories controlled by the EMC.

This action will consider both environmental protection and socio-economic development in an integrated manner. The strategies developed to promote employment, especially in rural areas, will take into account the environmental effects of affiliated companies. Furthermore, priority will be given to the creation of green jobs, and collaboration will be sought with companies and organisations aligned with the pillars of the European Green Deal.

Additionally, technical assistance efforts will promote environmental care and respect.

Gender equality and empowerment of women and girls

According to the OECD Gender Codes identified in section 1.1, this action is labelled as G1. This implies that the action aims to position women equally by empowering them as rights holders. It targets the elimination of barriers for women to access job opportunities, achieving their economic empowerment, and promoting their leadership in various social, economic, political, and community contexts.

Human Rights

This action is built on a human rights-based approach, highlighting the right to work to ensure income generation for the targeted populations and to promote the economic empowerment and autonomy of women. It also emphasises the right to education, participation in cultural life and political decision-making, and the promotion of the rights of persons with disabilities.

A human rights-based approach (HBRA) will be enshrined into the planned interventions, while working in close cooperation with local government to meet its obligations of service delivery. Strengthening capacities of right holders to hold local authorities accountable and to ensure more transparency of service provision are part of the proposed approach. This action strengthens the capacities of the State of Colombia as duty bearer as it has particular obligations and responsibilities to respect, promote and fulfil human rights. The Action in its interventions will pay attention to the situation of persons living in the most vulnerable and marginalised situations (persons living in poverty, persons with disabilities, indigenous peoples, persons belonging to ethnic minorities, etc.) It shall leave no one behind throughout the programme cycle and the design process.

Disability

According to the OECD Disability DAC Codes identified in section 1.1, this action is labelled as D1. This indicates that the action includes persons with disabilities as a population of special interest so that, besides having access to dignified employment opportunities, they can actively participate in the political agendas of territories to promote their rights.

Democracy

This action contributes to strengthening democracy, especially through the technical assistance provided to support and guide the actions of national and territorial institutions responsible for implementing peace agreements.

Conflict sensitivity, peace, and resilience

The conflict-sensitive approach of this action is ensured through support for the reintegration of ex-combatants and the promotion of reconciliation and coexistence with communities. Additionally, the actions to promote the employability of the population linked to peace processes will include pedagogical strategies to sensitise the business sector and communities.

Reduction of Inequalities

As per the Inequality Marker (I-Marker), this Action has been labelled as an I-1, with inequality reduction identified as a significant objective of the Action. Inequality reduction will be pursued throughout all actions, putting special emphasis on the most vulnerable groups of the Colombian population.

Other considerations, if relevant

This intervention is relevant to the 2030 Agenda and primarily contributes to the achievement of the following SDGs: SDG 16, “Peace, Justice, and Strong Institutions” through support for the reintegration of ex-combatants to shape them as citizens with rights and obligations, as well as addressing at-risk youth to prevent

recruitment and contribute to the country's peace efforts. Similarly, the action contributes to SDG 8, "Decent Work and Economic Growth," through the promotion of employability for the population linked to peace processes and additionally contributes to SDG 5, "Gender Equality," through the economic empowerment of women, combating gender-based violence and capacity building for participation in the political life of territories, and SDG 10 "Reduction of Inequalities".

3.4 Risks and Lessons Learnt

Category	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
External Political	Delays and difficulties in negotiations with different illegal armed groups.	H	H	Conduct contextual analysis and monitor statements and reports from negotiation tables.
External Security	Deterioration of security conditions affecting the lives of social leaders and ex-combatants in the territories.	H	H	<p>Permanently monitor the security situation of leaders and ex-combatants to identify risk cases and take preventive actions.</p> <p>Promote high-level political dialogue to review the overall security conditions in the prioritised territories as well as local dialogues in the territories where security situations arise that affect the implementation of the action.</p>
External Social	Increase in the stigmatisation of ex-combatants by companies and communities.	M	M	Include visibility campaigns, awareness-raising, and trust-building actions in various activities, showcasing success stories of ex-combatants and experiences of entrepreneurs who have supported the employment of vulnerable populations.
External Political	Lack of political will from local authorities, hindering the implementation of proposed activities.	H	H	Organise workspaces and technical meetings to promote the participation and commitment of local authorities.
External Political	Low availability of institutions responsible for the care of ex-combatants regarding the adoption of a gender equality approach.	M	M	<p>Promote high-level political dialogue to engage institutions and demonstrate progress results in incorporating the gender equality approach.</p> <p>Develop listening spaces with women and organisations of signatories of the peace agreement, on the analyses they</p>

				carry out of the role of institutional actors regarding the implementation of the gender equality approach.
External environment	Limited engagement in favour of gender equality and the empowerment of women, a human rights-based approach, and person with disabilities by the targeted institutions and non-state actor	M	M	The project will provide adequate resources to work with institutions and non-state actors on the importance of integrating gender equality, a human rights-based approach, and the rights of persons with disabilities
Internal Operational	Low levels of participation of beneficiaries in the activities promoted by the action	M	H	Generate sufficient and timely information to involve the beneficiaries, motivating their participation and permanence.
Internal Operational	Non-compliance with agreed products and results in contractual services.	M	M	Implement a periodic monitoring system that also has a sensitive approach to conflict and transcends management indicators.
Internal Operational	Difficulties in coordination between the implementers of the action.	M	M	Implement periodic monitoring actions on the actions developed that allow for progress balances and review of execution alerts.

Lessons Learnt:

The experience of implementation of actions in support of reincorporation under the European Trust Fund for Peace, have shown the following lessons learned.

- Active participation of different public and private actors, organisations and populations in the planning, the implementation and the evaluation processes, ensures relevance and sustainability of actions.
- Coordinating and collaborating among governmental actors, organisations, agencies, international donors, civil society, and the private sector facilitate process development by maximising available resources and avoiding duplication of efforts.
- Investing in training programmes, vocational guidance, capacity building, and job opportunities in conflict contexts reduces the risk of recruitment for young people and the risk of recidivism for ex-combatants, contributing to the long-term sustainability of the peace process.
- Ensuring women's participation in decision-making in social, political, economic, and community settings is not only a matter of gender equity but also a determining factor for the success of peace consolidation efforts.
- Promoting reconciliation, community dialogue, and peaceful coexistence in territories strengthens social cohesion and contributes to long-term peace consolidation.

3.5 The Intervention Logic

The persistence of armed conflict in Colombia has inflicted profound damage on society, particularly affecting vulnerable populations and leaving a toll of millions of victims, thousands of ex-combatants, and the ongoing risk of youth recruitment in areas with limited state presence.

The populations most affected by the conflict deserve special attention and support to transform their realities and improve their social and economic conditions. Therefore, this action focuses on effectively addressing identified obstacles, such as barriers to accessing economic opportunities and weak coordination among actors involved in peacebuilding processes.

In this context, this action is framed within the need to contribute to Colombia's peace consolidation efforts, aiming to enhance the living conditions of these individuals and groups through the implementation of concrete strategies promoting labour inclusion and institutional and community capacity building.

To reduce barriers to accessing job opportunities, labour supply and demand, the action will carry out analyses to identify needs and opportunities in the territories. Training processes will be promoted to develop skills in the population. Partnerships with companies and organisations will be established to promote labour inclusion, and advisory and follow-up actions will be implemented to strengthen the capacities of both companies and beneficiaries to ensure job retention.

Additionally, to strengthen institutional and community capacities, comprehensive support will be provided to national and local actors in implementing strategies to assist prioritised populations. Individual and organisational capacities will be strengthened to facilitate integration into civilian life, promoting coexistence and reconciliation in the territories.

This action will promote a rights-based approach under the principle of leaving no one behind, with a specific focus on gender equality and special attention to people with disabilities. It will also be based on a comprehensive and participatory approach, involving the coordination of multiple actors and adapting to the realities and needs of the territories to build a fairer and more prosperous future for all people in Colombia.

Furthermore, periodic monitoring mechanisms will be established to closely monitor the progress of the action, adjusting strategies as necessary to maximise effectiveness and long-term sustainability.

Along with the above, the action will focus its implementation and development in the regions where there is interest in employability on the part of people in reintegration and those areas where the main dialogues and peace negotiations with armed groups are underway, based on the following location characteristics and dynamics:

- (a) Around 12,000 signatories of the Peace Agreement are advancing their reintegration process in 621 municipalities of the 32 departments of the country²⁴. Of the total signatories in the process of reincorporation, 74.6% are men and 25.4% are women²⁵. 68% of the total number of people being reincorporated are distributed in the following 10 departments²⁶: Meta, Antioquia, Cauca, Caquetá, Bogotá, Tolima, Norte de Santander, Huila, Nariño and Guaviare. Regarding the interest of this population in employability issues, the results of an ARN survey indicate that the regions with the largest population interested in employment are: Cauca, Caquetá, Norte de Santander, Putumayo, Guaviare, Nariño and Sucre²⁷. 40% of people interested in employment are in rural areas, and 44% in cities and intermediate municipalities. Along with the above, 27% of people interested in employment are women and 19% are people with disabilities.
- (b) In relation to the armed groups that are in dialogue and peace talks with the National Government, the figures on the number of combatants and future ex-combatants who will begin a process of integration into civilian life are still uncertain. However, it is feasible to state its main areas of influence. According to the Foundation Ideas for Peace, the geography of armed groups is complex and obeys combined dynamics of dominance, dispute or coexistence at the territorial level²⁸; however, their presence occurs mainly in 13 departments, with different levels of power and control: Caquetá, Cauca, Putumayo, Nariño, Huila, Valle del Cauca, Antioquia, Norte de Santander, Arauca,

²⁴ Population Database, ARN Monitoring Subdirectorate, Bogotá, December 2023

²⁵ Agencia para la Reincorporación y la Normalización, ARN, <https://www.reincorporacion.gov.co/es/agencia/Paginas/ARN-en-cifras.aspx>

²⁶ Population Database, ARN Monitoring Subdirectorate, Bogotá, December 2023

²⁷ Employment interest survey database, Reincorporation Technical Unit, ARN, February 2023

²⁸ Geography of the dynamics of armed groups, areas of dispute, dominance and coexistence, Ideas for Peace Foundation, February 2024, in <https://multimedia.ideaspaz.org/especiales/geografia-dinamicas/index.html>

Tolima, Guaviare, Meta, Chocó, Vaupés and Amazonas. For its part, dialogues with urban criminal groups have been carried out mainly in the cities of Buenaventura (Valle del Cauca), Quibdó (Chocó) and Medellín (Antioquia).

- (c) Institutional weakness and the impact of violence in rural and urban areas are the main challenges for youth in Colombia, more than 20% of youth between 15 and 28 years old do not go to school or work. Poverty and socioeconomic exclusion contribute to vulnerability young people. Their economic, social and economic rights are not guaranteed, it is very difficult for them to attend school, and from a very young age, they work to help their families, often on precarious farms or in the coca cultivation. In areas with a historical presence of armed actors and with high levels of conflict, many have witnessed violent acts against their communities or their families. Getting involved in an armed group can become an opportunity for survival and a solution to the lack of educational and economic alternatives. In addition, access to weapons and uniform, can provide status and prestige and offer an identity as a combatant. Many young people perceive it as an opportunity – perhaps the only one within their reach - of social mobility. The Action will contribute to provide vulnerable youth in Antioquia, Caquetá, Cauca, Putumayo, Valle del Cauca, Nariño and Chocó with vocational trainings and employment opportunities.

The dynamics of reintegration and peace talks are developed in a large number of departments, which is why the action will focus on those regions with the presence of people in reintegration interested in employment, urban dialogue processes and those most relevant areas with the presence of armed groups linked to peace negotiations. According to this description, the areas of implementation of the action will be the following 7 regions²⁹: Antioquia, Caquetá, Cauca, Putumayo, Valle del Cauca, Nariño and Chocó³⁰. In these areas, the action will benefit, through the different actions, 2,600 people from the population groups described of which 25% would be women, and at least 10% will be people with disabilities.

The indicators of the action have been formulated taking into account the data available in the National Inclusive Employment Report 2022-2023, and data of the National Agency for Reincorporation

²⁹ This initial targeting may be adjusted taking into account the progress in the dialogues, the areas that are specified for reintegration and the data on potential beneficiaries that these scenarios provide.

³⁰ Within these departments, Chocó and Putumayo require special attention, taking into account that their employment rate is one of the lowest in the country according to the National Inclusive Employment Report 2022-2023, INEI, Alliance for Labor Inclusion , February 2024, p.151

3.6 Logical Framework Matrix

PROJECT MODALITY (3 levels of results / indicators / Source of Data / Assumptions - no activities)

Results	Results chain (@): Main expected results (maximum 10)	Indicators (@): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Impact	Improved living conditions for the most conflict-affected individuals, especially victims, ex-combatants, youth, and recipient communities.	1. Percentage of implementation of peace consolidation strengthening actions in Colombia.	1. Not available	1. Year 5: 100%	1.2.3. Implementation reports by responsible parties.	<i>Not applicable</i>
Outcome 1:	1 Improved conditions for the economic sustainability of populations linked to peacebuilding policies and processes through strategies promoting capacity development and access to income-generating opportunities.	1.1 Percentage of progress in strategies for capacity development and access to income-generating opportunities.	1.1 2024: 0	1.1 Year 5: 100%	1.1 Progress report by responsible parties.	
Outcome 2	2 Technical assistance provided for strengthening the capacities of institutions, organizations, and populations linked to peacebuilding policies and processes.	2.1 Number of actors (disaggregated by, at least sex, if possible, disabilities) involved in peace process implementation supported by technical assistance (TA).	2.1 2024: To be determined	2.1 Year 5: 840	2.1 Progress reports on TA implementation.	
		2.2 Number of public policies contributing to peace consolidation strengthened by TA.	2.2 2024: To be determined	2.2 Year 5: 3	2.2 Progress reports on TA implementation.	

Output 1 relating to Outcome 1	<p>1.1 Strategies implemented to promote job inclusion opportunities, both rural and urban, for populations linked to peacebuilding policies and processes in prioritised territories.</p>	<p>1.1.1 Number of individuals, with guidance and training for skill enhancement disaggregated by income level, sex, age, area of residence, disability status.</p> <p>1.1.2 Number of companies and employers strengthened in their capacity for job inclusion.</p> <p>1.1.3 Number of formal employment contracts signed between companies or employers and beneficiaries, disaggregated by sex.</p> <p>1.1.4 Percentage of individuals with sustainable job placement for a period of 6 months, disaggregated by individual income level, sex, age, area of residence, disability status.</p>	<p>1.1.1 2024: 0</p> <p>1.1.2 2024: 0</p> <p>1.1.3 2024: 0</p> <p>1.1.4 2024: 0</p>	<p>1.1.1 Year 5: 2186</p> <ul style="list-style-type: none"> - men 75% (640) - women 25% (546) - people with disabilities 10% (218) <p>1.1.2 Year 5: 60</p> <p>1.1.3 Year 5: 785</p> <p>1.1.4: 40% (314)</p> <ul style="list-style-type: none"> - men 75% (235) - women 25% (79) - people with disabilities 10% (31) 	<p>1.1.1 Certifications from educational institutions and implementation reports by responsible parties.</p> <p>1.1.2 Reports from implementing entities.</p> <p>1.1.3 Certification of employment by companies and employers.</p> <p>1.1.4 Employment attachment report by companies.</p>	
Output 1 relating to Outcome 2	<p>2.1 Capacities of different national and territorial actors linked to peacebuilding policies and processes strengthened.</p>	<p>2.1.1 Number of national and territorial officials and collaborators, disaggregated by sex, age and disability, strengthened by TA.</p> <p>2.1.2 Number of national and territorial coordination entities involved in peace process implementation strengthened by TA.</p> <p>2.1.3 Number of entities strengthened by TA for implementing differential approaches in their service routes.</p>	<p>2.1.1 2024: To be determined</p> <p>2.1.2 2024: To be determined</p> <p>2.1.3 2024: To be determined</p>	<p>2.1.1 Year 5: 200</p> <p>2.1.2 Year 5: 26</p> <p>2.1.3 Year 5: 14</p> <p>2.1.4 Year 5: 600</p> <ul style="list-style-type: none"> - men 75% (450) - women 25% (100) 	<p>2.1.1 Progress reports on TA implementation.</p> <p>2.1.2 Progress reports on TA implementation.</p> <p>2.1.3 Progress reports on TA implementation.</p> <p>2.1.4 Progress reports on TA implementation.</p> <p>2.1.5 Progress reports on TA implementation.</p>	

		<p>2.1.4 Number of individuals participating in capacity strengthening processes developed by TA disaggregated by income level, sex, age, area of residence, disability status</p> <p>2.1.5 Number of actions aimed at strengthening social fabric, coexistence, and reconciliation implemented by TA.</p>	<p>2.1.4 2024: To be determined</p> <p>2.1.5 2024: 0</p>	<p>- people with disabilities 10% (60)</p> <p>2.1.5 Year 5: 8</p>		
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4 IMPLEMENTATION ARRANGEMENTS

4.1 Financing Agreement

In order to implement this action, it is not envisaged to conclude a financing agreement with Colombia.

4.2 Indicative Implementation Period

The indicative operational implementation period of this action, during which the activities described in section 3 will be carried out, and the corresponding contracts and agreements implemented, is 72 months from the date of adoption by the Commission of this Financing Decision.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this Financing Decision and the relevant contracts and agreements.

4.3 Implementation Modalities

The Commission will ensure that the EU's rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures³¹.

4.3.1 Direct management (Grants)

Grants: (direct management)

(a) Purpose of the grant(s)

Grants will contribute to the achievement of Specific Objective 1, which aims to improve conditions for the economic sustainability of populations linked to peacebuilding policies and processes.

(b) Type of applicants targeted

Non-profit making CSOs and their associations.

The part of the action under the budgetary envelope reserved for grants may, partially or totally and including where an entity is designated for receiving a grant without a call for proposals, be implemented in indirect management with an entity, which will be selected by the Commission's services using the criteria defined in section 4.3.1.b above.

4.3.2 Direct Management (Procurement)

Procurement will contribute to the achievement of Specific Objective 2, which aims at strengthening capacities of institutions, organisations and populations linked to peacebuilding policies and processes.

4.3.3 Changes from indirect to direct management mode (and vice versa) due to exceptional circumstances (one alternative second option)

If procedures under direct management as described under 4.3.1 and 4.3.2 fail, due to circumstances beyond the Commission's control, this action may be implemented in indirect management, with a pillar-assessed entity that will be selected by the Commission's services, using the following criteria: presence in the partner country, knowledge of the armed conflict, the peace process and peace dialogues in Colombia, expertise on reintegration of former combatants into public life, expertise on the creation of employment opportunities as reintegration into public life, proven human resource capacity and knowledge of managing delegated funds.

³¹ www.sanctionsmap.eu. Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.

4.4 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply.

The Commission's authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of services in the markets of the countries or territories concerned, or in other duly substantiated cases where application of the eligibility rules would make the realisation of this action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation).

4.5. Indicative Budget

Indicative Budget component	EU contribution (amount in EUR)
Implementation modalities – cf. section 4.3	
Objective 1 Improve conditions for the economic sustainability of populations linked to peacebuilding policies and processes.	6 000 000
Grants (direct management total envelope) – cf section 4.3.1	
Objective 2 strengthening capacities of institutions, organisations and populations linked to peacebuilding policies and processes.	2 500 000
Procurement (total envelope) – cf section 4.3.2	
Totals	8 500 000

4.6. Organisational Set-up and Responsibilities

The Delegation of the European Union to Colombia, represented by the relevant programme officers from the Delegation's Cooperation section, will be responsible for supervising the implementation of the programmes resulting from this action.

The implementing entities will be responsible for the day-to-day management of the programmes and mobilisation of all needed resources. The implementing entities will assist the programme beneficiaries in establishing Programme Steering Committees to guide the programme implementation, for each of the two components of the action. The Programme Steering Committees will oversee and validate the overall direction and policy of the respective programme (or other responsibilities to be specified). The implementing entity will report regularly to the Programme Steering Committee, which will review the programme progress and give guidance on key issues. The Programme Steering Committees shall meet on a regular basis, indicatively every six months. Ad-hoc meetings can be convened in case of need. The Programme Steering Committees shall be made up of key stakeholders, as relevant. The implementing entities for the different components of this action will also ensure coordination between the respective interventions.

An overall Strategic Steering Committee will also be established, with representatives of the implementers of both components, which will ensure overall coherence at programme level.

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission may participate in the above governance structures set up for governing the implementation of the action and may sign or enter into joint declarations or statements, for the purpose of enhancing the visibility of the EU and its contribution to this action and ensuring effective coordination.

5. PERFORMANCE MEASUREMENT

5.1. Monitoring and Reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partners shall establish a conflict sensitive permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (Outputs and direct Outcomes) as measured by corresponding indicators, using as reference the logframe matrix (for project modality) and the partner's strategy, policy or reform action plan list (for budget support). Indicators shall be disaggregated at least by income. All monitoring and reporting shall assess how the action is taking into account inequality reduction.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

Roles and responsibilities for data collection, analysis and monitoring:

1. Baselines setting: Baselines, targets and sources of data have been partially defined in the logframe. These will be reconfirmed or amended if necessary at the time of the contracting. If needed, additional studies will be commissioned.
2. Data collection and reporting: Data collection and reporting will be under the responsibility of the implementing partners.
3. Active and meaningful participation of stakeholders: This action has been designed based on consultations with stakeholders, including government entities and the private sector. It is in line with priorities identified as a result of the consultation and with government strategies and programmes. Due care will be taken to raise awareness about the action and its benefits to ensure active stakeholders' participation.

All monitoring and reporting shall assess how the action is considering the principle of gender equality, human rights-based approach, and rights of persons with disabilities including inclusion and diversity, and how it is taking into account inequality reduction. Indicators shall be disaggregated at least by sex and income level whenever possible and meaningful and age and disability where feasible.

5.2. Evaluation

Having regard to the nature of the action, a final evaluation will be carried out for this action or its components via independent consultants contracted by the Commission. It will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the fact that follow up actions may be launched.

The Commission shall form a Reference Group (RG) composed by representatives from the main stakeholders at both EU and national (representatives from the government, from civil society organisations (private sector, NGOs, etc.), etc.) levels. If deemed necessary, other donors will be invited to join.

All evaluations shall assess to what extent the action is taking into account the human rights-based approach, inequality reduction as well as how it impacts the most vulnerable (bottom 40% and socio-economically disadvantaged individuals) and how it contributes to gender equality and women's empowerment and disability inclusion. Expertise on human rights, disability, gender equality and inequality reduction will be ensured in the evaluation teams.

The Commission shall inform the implementing partner at least 30 days in advance of the dates envisaged for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports may be shared with the partners and other key stakeholders following the best practice of evaluation dissemination. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, apply the necessary adjustments.

Evaluation services may be contracted under a framework contract. The financing of the evaluation may be covered by another measure constituting a Financing Decision.

5.3. Audit and Verifications

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audit or verification assignments for one or several contracts or agreements. The financing of the audits may be covered by another measure constituting a Financing Decision.

6. STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

The 2021-2027 programming cycle will adopt a new approach to pooling, programming and deploying strategic communication and public diplomacy resources.

In line with the 2022 “[Communicating and Raising EU Visibility: Guidance for External Actions](#)”, it will remain a contractual obligation for all entities implementing EU-funded external actions to inform the relevant audiences of the Union’s support for their work by displaying the EU emblem and a short funding statement as appropriate on all communication materials related to the actions concerned. This obligation will continue to apply equally, regardless of whether the actions concerned are implemented by the Commission, partner countries, service providers, grant beneficiaries or entrusted or delegated entities such as UN agencies, international financial institutions and agencies of EU member states.

However, action documents for specific sector programmes are in principle no longer required to include a provision for communication and visibility actions promoting the programmes concerned. These resources will instead be consolidated in Cooperation Facilities established by support measure action documents, allowing Delegations to plan and execute multiannual strategic communication and public diplomacy actions with sufficient critical mass to be effective on a national scale.

Appendix 1 REPORTING IN OPSYS

A Primary Intervention (project/programme) is a coherent set of activities and results structured in a logical framework aiming at delivering development change or progress. Identifying the level of the primary intervention will allow for:

Articulating Actions or Contracts according to an expected chain of results and therefore allowing them to ensure efficient monitoring and reporting of performance;

Differentiating these Actions or Contracts from those that do not produce direct reportable development results, defined as support entities (i.e. audits, evaluations);

Having a complete and exhaustive mapping of all results-bearing Actions and Contracts.

Primary Interventions are identified during the design of each action by the responsible service (Delegation or Headquarters operational Unit).

The level of the Primary Intervention chosen can be modified (directly in OPSYS) and the modification does not constitute an amendment of the action document.

The intervention level for the present Action identifies as (tick one of the 4 following options);

Action level (i.e., Budget Support, blending)		
<input type="checkbox"/>	Single action	Present action: all contracts in the present action
Group of actions level (i.e., top-up cases, different phases of a single programme)		
<input type="checkbox"/>	Group of actions	Actions reference (CRIS#/OPSYS#):
Contract level		
<input checked="" type="checkbox"/>	Single Contract 1	Grant PC 40186
<input checked="" type="checkbox"/>	Single Contract 2	Procurement PC 36833
Group of contracts level (i.e., series of programme estimates, cases in which an Action includes for example four contracts and two of them, a technical assistance contract and a contribution agreement, aim at the same objectives and complement each other)		
<input type="checkbox"/>	Group of contracts 1	