



ideas
PARA LA
PAZ

MANAGEMENT REPORT

December 1999 to December 2002

FUNDACION IDEAS PARA LA PAZ - BOGOTA, COLOMBIA
DECEMBER 2002

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1. ANTECEDENTS AND ORIGIN

Fundación Ideas para la Paz (FIP) sprang from the concern of a group of business leaders about the critical situation in Colombia and the lack of awareness and knowledge among the public regarding the peace processes. This lack is particularly evident among the entrepreneurial class, which is a fundamental element in the achievement and implementation of peace agreements.

Conceived in late 1999 by a group of distinguished business leaders, FIP ^{1[1]} is a think tank, designed to make significant contributions to the search of enduring peace and welfare, and the unity of all Colombians around a common project for their country.

During its short existence so far, the Foundation has operated simultaneously in several fields: it has not only played an active part in following the peace talks closely, and has made suggestions and proposals to support a negotiated solution of the conflict, but also studied the future and the problems that may arise once a peace agreement is reached and implementation begins.

Today, after three years of work, FIP can show tangible results in all the fields proposed and counts with a series of skills to contribute to the solution of our internal conflict.

2. STRATEGIC PLANNING

FIP has worked on strategic planning since the first year of its existence, and this has been a permanent reference point in its work, defining its mission, vision, objectives and values, making it possible to focus and demarcate its priority activities.

2.1 Mission

FIP is a think tank created, promoted and sponsored by a group of distinguished business leaders. It will significantly contribute in the search of an enduring peace in Colombia that makes coexistence, well-being and trust possible, and makes the fundamental freedoms of Colombians effective.

The Mission is based on the belief and the confidence that the strengthening of our institutions is the basis for a political and negotiated solution to the conflict.

2.2 Vision

A more democratic, tolerant and fair society, respectful of Human Rights society with stronger and more effective institutions, where basic freedoms are in full effect.

FIP, seeks to be seen as the expression of the commitment and the leadership of the business community which contributed to the enrichment of debate and the generation of information that allowed an equitable peace to be achieved.

2.3 Objectives

To achieve its Mission, the Foundation will focus its efforts on:

- Following and systematically evaluating the negotiation processes towards peace and collecting and disseminating the knowledge and information available both in Colombia and abroad regarding armed conflict and negotiations between governments and insurgent groups.
- Keeping close relationships with governments, research centres, institutions and foundations interested in the Colombian peace process and the exchange of useful information on topics of common interest.
- Producing and disseminating high-quality information in order to generate a shared understanding of the situation and to build informed public opinion in regard to the peace process. For this, it will promote discussion between the actors and encourage studies and research on relevant issues.
- Assisting in the design, promotion and implementation of the projects required during the post-conflict stage related to economical and social development, the physical and psychological rehabilitation of the victims, the reconstruction of the infrastructure and the execution of the programs of reinsertion and aid for former combatants, displaced people, minors and others affected by the conflict.

2.4 Values

The values endorsed by FIP seek to consolidate democratic governance and are based on the need to build a culture of peace and respect for Human Rights.

Preeminence of the Public Interest: Through the actions of the private sector, FIP gives pride of place to the public interest over private interest, as a means of achieving a more egalitarian and equitable society.

Respect for Human Rights: FIP supports the promotion, dissemination and application of Human Rights and International Humanitarian Law.

Pluralism: FIP respects divergence of opinion and thought in any division of society since this enhances the possibilities of dialogue and agreement in the quest for peace in Colombia.

Objectivity: FIP produces and divulges objective knowledge and information to contribute to the formation of conscious, well-informed and responsible public opinion.

Ethics and Transparency: FIP is governed by ethical principles and is responsible for its behavior and management. Its actions are transparent and of public domain.

3. ACTIVITIES

FIP, throughout the past three years, has worked on its own institutional development to enable it to work efficiently and effectively, and on programmed activities to achieve the objectives set. The skills developed make it possible to have an effective impact in achieving the mission.

These are some of the most relevant activities undertaken by the Foundation:

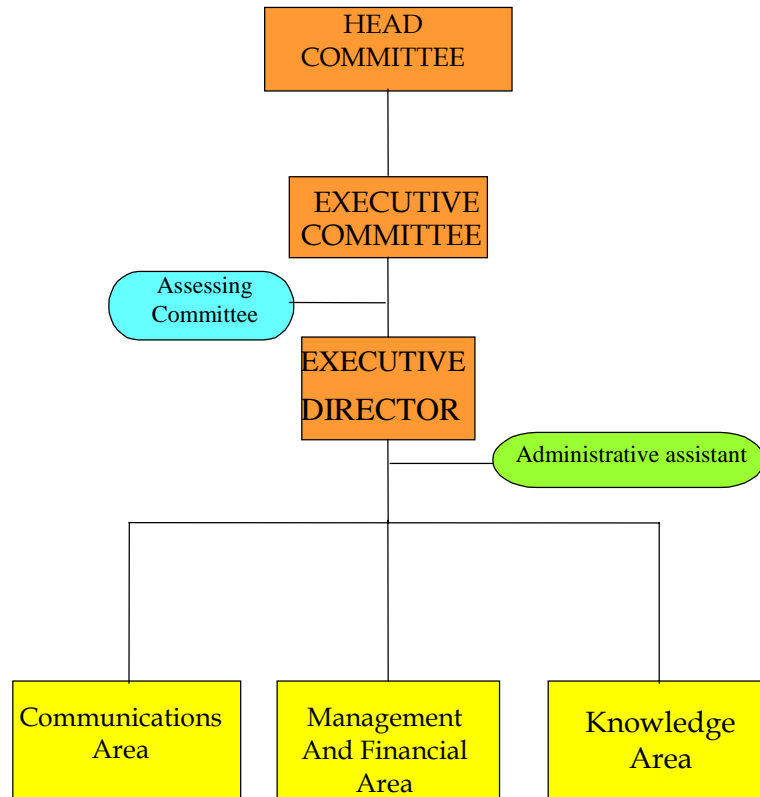
3.1 INSTITUTIONAL DEVELOPMENT

The actions of institutional development implemented by the FIP include: the adoption of an organizational structure and plant, the adaptation of suitable premises, the organization of logistical backups and the design of an operative scheme.

3.1.1 Organizational Structure and Plant

In terms of organization, a decision was made to operate with a structure that includes a Governing Council, an Executive Committee, a Director, an Advisory Committee, an Administrative Assistant and three specific areas: Communications, Administration and Financial, and Knowledge. A scheme of the organization is shown below^{2[2]}.

^{2[2]} The administrative structure was approved by the Executive Committee in February 2.001.



The council, committees and teams are composed of the following:

Governing Council

Nicanor Restrepo
 Andrés Obregón
 José Alejandro Cortés
 Rafael Santos
 Manuel José Carvajal

Executive Committee

Rodrigo Gutiérrez
 Juan Sebastián Betancur
 Julio Manuel Ayerbe
 Ramón de la Torre
 Guillermo Carvajalino

Advisory Committee

Luis Jorge Garay
 Hernando Yepes
 Rodrigo Pardo

Arturo García	Executive Director
Sandra Fonnegra	Management and Financial Coordinator
María Rueda	Communications Coordinator
Laura Wills	Knowledge Area Coordinator
Mónica Quiroga	Administrative Assistant

Other members of the team, on a half-time basis, are Fernando Cepeda Ulloa supports the Executive Committee, and Eduardo Posada Carbó, who writes regular articles on critical issues from Oxford University and has assembled a group of well-known international experts who are frequently consulted on specific subjects.

In general, all the additional supports required by the Foundation to cover its needs, such as punctual assessments, the personnel required for specific projects or other services, are hired through fixed-term contracts.

3.1.2 Premises and Logistical Support

FIP has been supported since the beginning by the Corona Organization and the Corona Foundation in logistical matters. They provided premises within their offices for FIP to operate. Afterwards, they also supported FIP to move to new premises within the same complex of buildings. This new headquarters provided the FIP with ample, more suitable and independent offices, equipped with direct lines. All of this was very significant to promote and consolidate FIP's image.

The Corona Foundation provided support in management and accounting until may 30, 2002, when these functions were directly assumed by the FIP with an outsourced accounting service. The Corona Foundation also provided significant aids for the development of the activities in areas such as Education, Community Development and Projects.

3.1.3 Operating Scheme

FIP is determined to maintain a small operational team, with low costs and, simultaneously, a flexible and efficient structure that allows modifications according to specific demands and needs. To achieve this, there is a central administration and the programs to be developed are structured as projects.

Manuals of operative and administrative procedures and of functions have been written, in order to optimize the operative processes and the assigning of responsibilities.

In the third quarter of 2002 a process of evaluation of FIP's performance was conducted based on surveys and interviews with organizations directly related to it – the experts on the Technical Committee and others, the Founders and the

foundations with which we have developed collaborative relations. The result was highly positive and useful and will be used as input for the review of Strategic Planning due to start in January 2003.

3.2 PROGRAM ACTIVITIES

3.2.1 Following up the Peace Processes

There has been constant monitoring of the evolution of major events and of the perceptions and attitudes of public opinion at home and abroad with respect to these events. The Executive continuously analyzes them, identifies issues to be worked on, defines the approach and approves specific projects.

Such is the case, for example, of the post-conflict issue. A project was structured to study and analyze the activities that would be required once the peace agreements are signed. These activities include the return of the guerrillas to civilian life, programs for displaced people, rehabilitation of the victims of the conflict, the consolidation of security conditions and the reconstruction of infrastructure.

More recently, and facing the prospect of the change of government, the peace process under the Pastrana administration was evaluated jointly with external experts to identify the failures and successes of the process. This work was delivered to the incoming administration and its High Commissioner for Peace, and has clearly been most useful.

3.2.2 Knowledge

There are two main fields in the area of Knowledge: critical issues and experiences in peace processes. The first field is part of the strategy of research on relevant topics. The goal is to devise concrete proposals to be used as input to enrich the negotiations and the discussion of the critical aspects related to the peace process. These are the works produced in that field:

- “International law in internal conflicts: the exchange of prisoners” by Eduardo Posada.
- Civil war? War against civilians? Widespread violence?” by Eduardo Posada.
- “Investment strategy in zones with high rural poverty rates” accomplished by the CEGA (Centro de Estudios Ganaderos y Agrícolas).
- “Basis for a debate on a short and medium term employment plan. Diagnosis, antecedents and proposals” by Fedesarrollo^{3[3]}.

^{3[3]} The researchers of Fedesarrollo who took part in this proposal were Ulpiano Ayala, Felipe Barrera, Martha Luz Henao and Hugo López Castaño.

- “Principles and contents of the peace negotiations in Colombia. A few considerations for the presidential campaign 2001-2002” by Eduardo Posada, Malcolm Deas and Charles Powell.
- “Economic theory of internal conflicts” by Jorge Alberto Restrepo
- “Study of the processes of reinsertion for an analysis of the postconflict in Colombia. 1991 – 1998” by Gabriel Turriago.
- “The relationships between conflict, criminal activity and the strength of the Colombian state” by Fabio Sánchez.
- “Experiences of the Regional Programs for Development and Regional Peace”, coordinated by Arturo García and Alfredo Sarmiento.
- “International Community, Armed Conflict and Peace Perspectives in Colombia”, coordinated by Rodrigo Pardo and Pilar Gaitán.

The second field is concerned with the monitoring and analysis of experiences of peace processes. The objective is to collect and study experiences, both national and foreign, that might be useful for our current process. For this, a wide bibliographic review was made, which is available in the “Books” section of the Foundation’s website. Also, the project “Systematization of the information on the peace process in Colombia” is being implemented. This project intends to make the information on the peace negotiations since 1980 available on magnetic media and through a search engine. FIP has invited people directly involved in peace processes nationally and abroad to work in depth in this field.

3.2.3 Communications

The topic of communications is central to FIP as a think tank. Therefore, this has been an activity present in the plans of the Foundation since the beginning. Between April and September 2001 FIP hired a consultant to design and implement a communications strategy coherent with the principles of the Foundation and useful to the achievement of its mission^{4[4]}.

The consultant focused on the analysis and evaluation of the main challenges and communicative actions of the strategic plan of the FIP. The proposals, whose results have been used to redirect activities in this area, focus on the following points: weekly reflections, website, network of leaders of opinion, seminars, meetings and publications.

One important achievement of the Communications area is the consolidation of a network composed by an important group of people who are the key to securing

^{4[4]} Fundación Ideas para la Paz. Communication strategy. Consultant’s report. Peña, Luis Bernardo. September 21, 2001.

informed public opinion^{5[5]}. The members of this network are supplied daily with information (local and foreign articles and reports^{6[6]}) on the peace process.

Also, a website (www.ideaspaz.org) has been designed and set to work as an information channel open to the public in general. This site includes tools such as a search engine for sources of information on the peace process, a specialized dictionary, articles written twice a month by Eduardo Posada and information on the peace negotiations. The page was recently updated and new sections were introduced to provide efficient tools for those interested in issues related to peace in Colombia.

Towards the end of 2002, a project started for the mass dissemination of documents regarding the armed conflict, the peace process and the negotiations. The execution of this idea was made possible by the an agreement between the FIP, *Cambio* magazine and the publisher Editorial Alfaomega Colombiana S.A., to include several titles in the "Libros de Cambio" series. The first document was **"Civil war? The language of the Conflict in Colombia"** by Eduardo Posada Carbó, which began to be distributed in December. The second essay, **"Rethinking Colombia"**, which includes the synthesis of the Millennium Workshops coordinated by Luis Jorge Garay, was distributed in January 2001. The third document **"Peace and its principles"** by Eduardo Posada, with the collaboration of Malcolm Deas and Charles Powell was distributed in June 2002. The fourth book, **"International Community, armed conflict and peace prospects in Colombia"** is the result of a reflection and an evaluation on the nature, scope and effects of the participation of the international community in the negotiation processes in Colombia to date and those which might develop in the future. In December "Preparing the future: conflict and post-conflict in Colombia" was published, containing some general proposals as to the main thrust of academic research and public policy to underpin an eventual and sustainable peace. The document was compiled by the following members of FUIP and Universidad de los Andes: Angelika Rettberg (coordinator), Alvaro Camacho, Enrique Chau, Arturo Garcia, Manuel Iturralde,. Fabio Sanchez. Alejandro Sanz de Santamaria and Laura Wills.

3.2.4. Structuring of projects

Since the end of last year, several projects have been structured, especially when the scope of the actions required demands it, or when external funding is involved. These are the projects executed or currently active:

^{5[5]} At the moment, 2600 persons belong to the opinion leaders network. They are grouped in 18 areas: Academy, Executive Committee, Congress, Directives of Political Parties, Business, Ex Presidents, Armed Forces, Founders, Guilds, Armed Groups, Clergy, Media, International Organizations, NGO's, Diplomatic Representatives, Public Sector, Labor Unions, Others.

^{6[6]} Eduardo Posada Carbó regularly writes articles and other documents for the FIP which besides being distributed through the opinion leaders network can be viewed on the Foundation's website. To the date, this author has written 20 articles and 2 documents the listing of which can be consulted on Annex 1.

1. The first of these projects is the “Institutional Development for FIP and Constitution of a Post-conflict Plan” (global design and strategic planning), which is being executed jointly with the Ford Foundation. The specific purpose of this project is, first, to outline a strategic plan on how to address the post-conflict and to sketch the programs required for the social, economic and infrastructure reconstruction once the confrontation is over. Second, it seeks to formulate a more detailed plan in five strategic areas that include future options, programs and actions required, as well as viability criteria and the commitments required from local and foreign actors prior to a successful outcome.
2. The second project is “International participation in the Peace Process”. Its main purpose is to reflect systematically on the nature, scope, effects of the participation of the international community in the peace processes in Colombia. This work of reflection seeks to identify the most critical issues in the World agenda, evaluate the various kinds of support that exist or might exist and provide the academics, the policy-makers and the public opinion of the several countries in one way or another involved in the peace process in Colombia with high-quality information on international relations.
3. The project “Systematization of Information on the Peace Process” –financed with AID funds – is intended to systematize the institutional memory on the peace processes in Colombia since 1980 to provide the actors involved in current or future peace processes with a more reliable and efficient source of information of past and present negotiations and prospects for the future. This tool is also meant to be a fundamental support for the Office of the High Commissioner for Peace.
4. In the area of Knowledge, a consultative seminar was held on international mediation in the Colombian internal armed conflict. Five experts were invited to share their knowledge. The idea of the seminar was to create a discreet opportunity for discussion and in-depth analysis with this small group of experts to reflect on possibilities, scope, risk and challenges for international mediation, and in particular the role of the United Nations. A book will shortly be published to review the concept of mediation; and a summary was produced of the proceedings of the seminar, with the main points raised by the experts during this one-day event, attended by the Foreign Minister and representatives of the High Commissioner for Peace.
5. Lastly, there is the project is “Regional Programs for Development and Peace: Cases of Social Capital and Institutional Development”, financed by the Presidential Office for Social Policies. This project intends to illustrate and analyze four regional experiences that show how processes of construction of social capital can be developed amidst the conflict.

All these projects are related and, as a whole, they are meant to contribute to the task of defining the main points of negotiation in the peace conversations. (A more detailed description of the projects can be seen in Annex 2).

3.3 DEVELOPMENT OF SKILLS

The actions in institutional development and the programmed activities have enabled FIP to develop evident and recognized skills which have made it a local and international reference point on matters regarding the conflict and its solution, reflected in FIP’s leadership and pulling-power, impact on public opinion, credibility, international connections and support from the business world.

3.3.1 Leadership and pulling power

The operative scheme designed by the FIP is based on leadership and pull. Given that it has a small staff and is a think tank, the purpose of the FIP is not to execute projects directly but rather to seek alliances that profit from the capacities available in the country to multiply the real impact of the work done. Furthermore, this alliances contribute to the attainment of one of its goals: to promote and integrate the efforts of civil society in the search of peace.

Therefore, the work with organizations supported by business leaders has been privileged. The following chart shows several issues being addressed through alliances:

INSTITUTION	COMPONENT	STATE
Corporación Colombia Internacional and Incuagro	Productive	Technical and financial support for Regional Programs for Integral Development.
Corpoeducación and Corona Foundation	Education	Project: Support for displaced children and youngsters through the Acceleration of Learning Program and Employment Program.
Corporación Excelencia en la Justicia	Justice	Seminar on terrorism and the proposal for justice and security in one of the regional projects.
Corporación Calidad	Management	Devising of a management program for the Regional Programs for Development and Peace.
Programa de Desarrollo y Paz del Magdalena Medio and Fundación Valle en Paz	Regional Projects	Preliminaries for an alliance within the Regional Programs for Integral Development.

Support was also given to the II Symposium *Youth for Colombia* organized by students of the Gimnasio Moderno and the gender seminar *Women for Colombia*.

3.3.2 Impact on public opinion

FIP believes that it is essential to provide public opinion with clear, useful and truthful information on the conflict and the peace process. This has been one of its priorities since its foundation and has had a positive response from the public. This goal has been reinforced with the publishing of several books on topics we consider to be strategic.

The distribution of information has had a strong impact and, for example, on a number of occasions newspaper editorials have been based on some of the weekly reflections. In addition to this, some members of the Network, particularly journalists, promote dissemination with bulletins, cables and documents. Certain members write back to the FIP mail to make comments, suggestions and requests.

The Public Statement made by FIP to invite the presidential candidates and all the citizens to sign an “Agreement in favor of democracy and against all forms of violence and terrorism” has been well received by the most diverse shades of opinion, at home and abroad.

3.3.3 Credibility

In its short lifetime, the FIP has already been recognized, nationally and abroad, as a reliable institution that makes significant contributions to the analysis of the conflict, the processes of peace and negotiation. As it has earned a good reputation and a high level of credibility, it is permanently consulted on critical topics and its suggestions are taken into account by very diverse sectors of opinion.

One illustration of the acceptance of FIP is the relationship established with the Government. For instance, frequent meetings have taken place between the founders (on occasions, all of them) and the State negotiators. These encounters have allowed a thorough exchange of ideas which on several occasions has ended with requests for specific support.

FIP has also been a point of reference for academics, civilians and the international community, and is often consulted and invited to take part in the various events related to the peace process.

3.3.4 International connections

Given the advances of globalization, which have made it possible to acknowledge peace actions worldwide and to maintain a permanent exchange, international

connections are considered to be strategic for the FIP. The concern on this issue is tangible in the various activities within the meetings held by the Executive Committee and the Founders parlor, as well as in several journeys done by the Director, the members of the Committee and the consultants. At present work is being done to find funding for new projects and promote joint work with other international organizations.

In the international field, the most structured work developed by the FIP was the project "International Involvement in the Peace Process in Colombia" which successfully culminated with the seminar "International Community, Armed Conflict and Peace Perspectives in Colombia" held in Cartagena in April 2002, with the sponsorship of the Ford Foundation.

3.3.5 Business leaders' involvement

The importance of FIP in local and international terms lies mainly in its entrepreneurial character, for it is the only initiative of private origin that works in this direction. The achievement of peace demands the commitment of business leaders. This commitment is being consolidated through FIP to perform a duty to society, with the business leaders not only as receivers of information and formation but also as active participants in ongoing projects, supporting them with their capacity to act, infrastructure, contacts and economic assistance.

There are other forms of involvement of business leaders with FIP activities that deserve mention. One of them is the participation of a group of founders in the Executive Committee that assembles weekly to follow the peace process, discuss the role of FIP at home and abroad, and to focus and define FIP's activities

This same spirit of participation has been applied to the execution of projects and activities. For this, a number of committees composed of consultants and business leaders were created to take part in all the stages of planning of all kinds of proposals, regional programs for integrated development and scenario exercises.

FIP began with 14 business leaders. To date, 32 business leaders, who have direct participation in over 200 major companies in Colombia, have the status of Founders. However, in order to increase entrepreneurial participation, the personal involvement of other business leaders is being sought to engage them in FIP, its initiatives and projects.

4. FINANCIAL REPORT

The financial results to December 2002 reflect a performance coherent with the structure adopted since the beginning: small, flexible and with low fixed costs. (see the report on the financial statements).

In the execution of its resources, FIP has had been prudent, with a reasonable administrative overhead. The ratio between the fixed income provided by the Founders through donations and the fixed operating expenses was 1.33 to 1 for the year 2000, 1.41 to 1 for the year 2001 and 1.78 to 1 for the year 2002. The strict control over fixed expenses generated a surplus which could be used in additional activities directed towards the achievement of the proposed goals and the institutional consolidation, or in saving resources for future projects.

ANNEX 1

ARTICLES AND DOCUMENTS BY EDUARDO POSADA CARBÓ

Articles

- How do wars end?
- Do we kill each other?
- Against violence
- Terrorism and peace: the new agenda
- Terrorism and world peace
- The State, war and peace
- The language of peace and its mistakes
- The collapse of stereotypes
- Peace and democratic consensus
- Peace and political reform
- Peace and its opinion climate
- Peace: Is it not the silence of guns?
- Peace: Which war are we talking about?
- Violence and its "objective causes"
- Violence and its myths
- The lessons of Northern Ireland. Peace without consensus?
- Words against fear
- Democratic opposition and peace
- A new peace agenda
- Peace as a State policy
- Definitions of peace
- Those in charge of protecting
- Enforcing the State for peace
- Authority, authoritarianism, security and peace
- The purposes of peace and policy
- On collapsed states
- On legitimacy and legitimation
- Security, a basic value in peace
- The reformulation of peace
- A theory for discussion

- National identity, image abroad, democracy and peace
- Intellectuals, violence and peace.

Documents

- Conceptualization of terrorism worldwide
- Principles and contents of the peace negotiations in Colombia
- International law in internal conflicts: A few reflections on the Colombian experience in the discussion over “war prisoners”
- Civil war? The language of the conflict in Colombia
- Peace and its principles

ANNEX 2

PROJECTS

INSTITUTIONAL DEVELOPMENT OF FIP AND THE CONSTRUCTION OF A POSTCONFLICT PLAN FOR COLOMBIA

Director: Arturo García-Durán
Sponsor: Ford Foundation
Time: Two years (01/01/2001 to 31/12/2002)

Principal objective: To contribute to the institutional consolidation of FIP and to nurture the social construction of a post-conflict plan, through the global design of a plan and a strategic proposal.

Specific objectives:

1. Institutional Development

- To expand sources of funding by means of new associates, contracts and external donations
- To conduct an internal reorganization of FIP to match the requirements of management of programs and projects
- To consolidate and enhance the professional team of the FIP

2. Devising of a post-conflict plan

- To outline a strategic proposal on how to address the post-conflict stage
- To design the programs required on different areas for a social reconstruction of Colombia once the confrontation is over .
- To establish a starting-point for deeper planning processes, more detailed analysis and proposals, and for a wider involvement of diverse sectors in the design and execution of the plan.
- To propose viability criteria for the post-conflict plan and to define the commitments required from organizations at home and abroad
- To show the country and the armed groups options for the future.
- To present the post-conflict plan to potential donors who are able to support the funding and execution of the subsequent phases of the plan.

Expected results:

- FIP should be able to represent a wider community of business leaders in the peace process, coordinate the elaboration of specific post-conflict programs, supervise the execution and monitoring of some of those programs and promote its financing nationally and abroad.

- FIP should have more Founder Members and a wide influence on the peace process through its supporting networks with state governments, research centers, civil organizations and its direct and continuous contacts with the Government and the armed groups.
- FIP should have assembled a group of social institutions of diverse orientation that will supply knowledge and support for the promotion of the programs and the exercise of leadership within the private sector.
- A strategic proposal for the conducting of the process of reconstruction of the fabric of society.
- Viability criteria and monitoring tools for the plan
- The design of working groups for the next phase of in-depth studies
- Dissemination

INTERNATIONAL INVOLVEMENT IN THE PEACE PROCESS IN COLOMBIA

Directors: Pilar Gaitán and Rodrigo Pardo
Sponsor: Ford Foundation
Time: 1 year (01/03/2002 to 28/02/2003)

General objective:

To conduct a systematic reflection on the nature, reach and effects of the participation of the international community in the peace processes in Colombia. In particular, this project seeks to:

- Identify the most critical issues in the world agenda that somehow have an impact on the peace process in Colombia.
- Research and analyze the views of the main countries involved in the Colombian peace process in regard to selected topics.
- Examine the concerns of Latin American countries, particularly our neighbors, on the Colombian conflict and its possible knock-on effects (“spill overs”).
- Analyze the ways of involvement (current or future) of the international community in the peace process.
- Provide academics, policy-makers and the public opinion of the different countries on one way or another involved in the peace process in Colombia with qualified information on the international relationships area.

Topics: Some of the most important issues in the World agenda are significantly present, in some cases with extreme urgency, in the Colombian conflict. Such is the case of the production and traffic of drugs, Human Rights situation and the environment, amongst others. Also, the conflict has collateral effects that have an impact on other countries as happens with the migration of Colombian citizens, given the harsh economic conditions and widespread violence.

Consideration must also be given to the way in which the behavior and the attitude of the international community in regard to the peace process is still being defined and that the view towards the topic changes from one country to another. It is clear that the interests and views from which the Colombian situation is addressed vary considerably in each case (neighboring countries, Europe, U.S.). Also, the way in which this involvement could take place (diplomatic missions, technical cooperation or, in an extreme scenario, a possible intervention) has still to be defined. The impact of globalization –also in non-economic aspects, for instance the demand of democratic values or the international law processes– will be a fundamental factor to be taken in account when determining the ways of involvement of the international community in the situations related to the Colombian conflict.

In this context and based on an overall proposal to be presented by the Director of the project at the opening meeting, the main topics will be selected. Out of a preliminary list of topics and according to the possible relationships among them, four or five fields will be selected. A working group will be assembled for each of these issues, and will be given the focus considered most appropriate for it.

Expected results:

Final workshop: As the final part of the process, a workshop shall be held, based on the documents produced by the working groups, to thoroughly discuss the diverse topics concerning the Colombian case and to integrally analyze the participation of the international community in the peace process in Colombia. In addition to the members of the working groups, a group of representatives of different countries will be invited to take part in the final workshop. These representatives will be selected according to their qualifications and experience, and for their ability to make new and key contributions to the debate. A total of 30 persons are expected to attend the workshop.

Dissemination of results: The final purpose of this reflection process is to improve the quality of the information available on the most relevant topics concerning the participation of the international community in the peace process in Colombia. Diverse sectors and people (state governments, academic institutions, the business community, members of the public, etc.) should profit from this effort.

SYSTEMATIZATION OF THE INFORMATION ON THE PEACE PROCESS IN – COLOMBIA

Director: Laura Wills
Sponsor: AID-IMO
Time: Ten months (19/12/2001 to 19/10/2002)

Main goals:

- To support the Office of the High Commissioner for Peace by providing it with an efficient tool that makes available all the useful information on previous experiences on negotiation and peace processes.
- To contribute to a smooth transition between the current and the incoming government administration to avoid an interruption or the loss of institutional memory on the subject.
- To evaluate and update the criteria to keep on with a systematic review on the information available on the peace process in Colombia.

Expected results:

- An organized compilation of the source material available in Colombia on peace processes.
- Construction of a dynamic data base with a systematic record of the information on the Colombian process produced by selected sources.
- A system of information and literature on the researched subjects open to the public on a website.
- A validated information system, tested through the production of six synthetic reports and a document on a priority topic.
- An information system presented to the Office of the High Peace Commissioner, universities, official and non-governmental institutions engaged in the research and development of the peace process.

REGIONAL PROGRAMS FOR DEVELOPMENT AND PEACE: CASES OF SOCIAL CAPITAL AND INSTITUTIONAL DEVELOPMENT

Directors: Arturo García and Alfredo Sarmiento
Researchers: Gabriel Turriago, Alberto Galán and Miguel Fadul
Sponsors: UNDP- Presidential Advisory Office on Social Policy
Time: Six months (08/02/2002 to 08/0/2002)

Principal objective:

To document the experiences of four regional programs for development and peace, searching to establish their relationship with the enforcing of social capital in their zones of influence. This project is intended to build a conceptual framework that allows the systematic analysis of regional programs for development and peace. The programs chosen for this analysis are: Development and Peace Program for the Middle Magdalena (PDPMM), Vallenpaz, Fundación Sierra Nevada de Santa Marta and Prodepaz. The strong points, the successes and the failures of the programs will be identified. The focus points of the research are the following: history of the region; dynamics and manifestations of conflict; origin of the program; determination of conceptual basis; and an exercise to analyze the prospects of intervention by the program in the zone and to establish the relationship between intervention, the generation of social capital and institutional development.

Specific Products:

- A detailed document for each case.
- Presentation seminar on the results for each region.
- Synthesis of the experiences studied (for possible publication)