



**El futuro
es de todos**

**Gobierno
de Colombia**

PEACE WITH LEGALITY

IVAN DUQUE MARQUEZ, PRESIDENT OF THE REPUBLIC

2018-2022

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Introduction

President Ivan Duque honors the historic responsibility he has with the country and its people. He ensures the repair to victims, is aware of the significance of fulfilling the obligations with those involved in the reincorporation process and with the families in the process of illegal crops substitution who comply and remain faithful to legality. Also, he leads the way towards starting the final stabilization in the territories affected the most by violence.

With that, an unprecedented step is taken so that, throughout the territory there is the possibility, in the medium term, to enjoy a future where legality is complied with, entrepreneurship is fostered and finally equity exists.

By developing the policy herein made public, the President is faithful to the oath he swore on August 7, of governing for all Colombians. In this case, also Colombians of generations to come. It is for them that we must do everything in our power and skills to achieve the disappearance of the conditions of marginality causing backwardness in the countryside and whose consequences made violent the life in all Colombia.

The general changes the President believes in have been openly proposed and by way of legislative act for them to be effective in the future. That is why they will not negatively affect any person who has remained faithful to the legality of the process, in particular regarding the political rights acquired, the people in the reincorporation process, the regions affected the most by violence, and the families that joined the voluntary coca crops substitution process and definitely not the victims.

In this context, it has been proposed that neither drug trafficking nor kidnaping will be recognized as a crime relate to political crime and to review the treatment of sexual crimes against minors. Also, we believe that the members sentenced for crimes against humanity must be leave their seats in Congress while they serve their sentences, clarifying that their party may replace them so as not to lose the seats they currently have; and those who have not complied with all requirements demanded for the benefits of the Special Jurisdiction for Peace (JEP), including the delivery of ill-gotten assets, with destination to repair the victims, should lose all benefits of the transitional justice.

It is our belief that the participation of Colombians and their contributions throughout the process will be invaluable.

In this context, this document presents the outline of the Administration's implementation strategy, taking into account that, given the particularities of Farc participation in politics and the importance of repairing the victims, these topics will be the purpose of an independent document.

The implementation is done respecting and recognizing the policies on human rights, gender and ethnic inclusion, with broad emphasis on the policies aiming towards rural women.

Likewise, it is done with close coordination with the policies on security, fight against illegal drugs and protection of leaders.

Given the multiplicity of implementation fronts, it is useful to distinguish between the tasks that are primarily the responsibility of the Executive and those that are not.

Responsibilities of the Executive

What during the negotiation had been a single work front for the Government became multiple areas of implementation, some of them responsibility of other branches of public power. In this regard we will operate as follows:

1 Victims

Repairing the victims is everyone's responsibility. Therefore, it will be prioritized accordingly. Now, according to the law, in connection with the indemnity responsibilities regarding the victims, it is mainly a responsibility of Justice and we will respect that.

Regarding the Executive, the entities responsible for the delicate and complex task are the Victims' Unit through SNARIV and the Department for Social Prosperity (DPS) as the entity leading the sector. With that, the Presidential Office for Stabilization and Consolidation will:

- (i) Help these entities.
- (ii) Integrate the action of the Nation, Departments and Municipalities in PDET zones.
- (iii) Take responsibility for giving special treatment to the victims in the stabilization of PDET zones.¹

2 Transitional Justice

Transitional justice is part of the jurisdictional branch of public power. To that extent, the Executive is mainly responsible for respecting its independence and, within the applicable constitutional and legal canons, ensuring neutrality in its actions. The interlocution related to this matter will be led by the Ministry of Justice and Law and the Ministry of the Interior. The Presidential Office for Stabilization and Consolidation will:

- (iv) Ensure that the resources yet to be executed by Colombia in Peace Fund (*Fondo Colombia en Paz*) in favor of the operation of this jurisdiction are properly executed. Preliminary dialogues have been held with the JEP General Secretary and progress is being made with Colombia in Peace Fund.
- (v) Support the efforts of the President when necessary in the corresponding analysis of decisions of the High Courts.

The President and his Advisor will insist on the importance of achieving true justice, repair, truth and non-repetition and will use all instruments provided by law.

3 Legality

The policy in connection with all forms of organized crime is within the domain of the President with the Office of the High Commissioner for Peace. His office is in charge of the approach, evaluation and interlocution with all types of criminal groups. Given its nature, it will be in charge of evaluating the possibility of negotiating and dialoguing with other groups outside the law.

4 Political Party

With regard to the political party that was created, there is a minimum of particularities resulting therefrom. Having complied with them and regarding the development of the party, it is a regular activity in equal conditions

¹ As explained in several parts of the document, the interventions in Pdet municipalities, when done in prioritized parts of the territory for security reasons, will be based on the provisions of the security policy.

with the other legitimate political representations and, therefore, the interlocution will be mainly with the Ministry of the Interior.

Institutional Framework

As explained in the Annex, the existing institutional framework is complex, demanding modifications to simplify it and make it more effective.

The institutional framework for stabilization will be developed in two levels: national institutional framework and concerning the Presidential Office for Stabilization and Consolidation.

1 Transversal Institutional Framework of the National Government for Stabilization

(i) *Coordination of relevant policies:* A strategic management group (*mesa de dirección estratégica*) involving public policies on peace, drugs, security and protection of leaders will be created. This desk will be presided over by the President of the Republic.

(ii) *Council of Ministers:* The following level is ministerial, this is what the Council of Ministers, Conpes and all discussion and decision spaces of ministers and directors of administrative departments do.

In those scenarios the position of Presidential Advisor will be assimilated to minister, something that existed already, in the form of “Advising Minister”, so that decisions are made, in the same existing instances, but with the participation of the Advising Minister.

(iii) *Presidential Office for Stabilization and Consolidation:* The Presidential Advisor is in charge of coordinating and integrating the national instances with the territorial entities, as well as between the Executive and the other branches of public power, regarding implementation.

2 Specific Entities for Implementation

(i) In connection with the Territory Renewal Agency – ART and the Reincorporation and Normalization Agency – ARN: It is intended that the entities last a maximum of 15 years, to the extent that their objective is to comply on a specific and focalized basis with the Implementation.

(ii) ART must be restructured to be suitable to support the integration of the implementation actions in the territory, task very different to fostering and managing PDET planning. It will maintain its capacity to perform small infrastructure works, mainly used to support the PNIS and will absorb the PNIS program and all its activities.

(iii) The operation and execution of the voluntary substitution of illegal crops, currently borne by the Presidential Office for Stabilization and Consolidation, would be transferred to ART. This policy will be harmoniously developed with the Formalize to Substitute plan.

(iv) On the other hand, the creation of a single Directive Council for the Territory Renewal Agency, Agency for Rural Development (*Agencia de Desarrollo Rural*) and the National Land Agency will be promoted, ensuring the presence of the Presidential Office for Stabilization and Consolidation in such spaces.

(v) The President of the Republic will have the power to appoint Special Agents in the Territory, whose mission will be to drive the Roadmap in the corresponding PDET zone. If appointed, they will act according to the instructions of the Presidential Advisor, except regarding spaces prioritized for security reasons, in which case they will act pursuant to the provisions of the security policy.

3 The Non-Exclusive Implementation Enforcers

(i) With respect to the entities which objective does not exclusively entail the implementation but that have other responsibilities, an instance or agency suitable for this purpose will be created inside them. Thus, it will be possible to have as many institutional responsible persons as the implementation requires, without creating duplicate entities.

(ii) These specialized structures inside non-exclusive entities will have the same temporality as the tasks corresponding to them in the implementation, so that most of them will disappear after 10 years.

(iii) Initially, we have considered that these units for implementation are necessary, at least, in these entities: Ministry of Agriculture and Rural Development, Ministry of Environment and Sustainable Development, Ministry of Commerce, Industry and Tourism, Ministry of Culture, Ministry of National Defense, Ministry of National Education, Ministry of Justice and Law, Ministry of ICT, Ministry of Mining and Energy, Ministry of Foreign Affairs, Ministry of Health and Social Protection, Ministry of Transport, Ministry of Housing, Ministry of the Interior, Ministry of Labor, among other entities such as Innpulsa, Finagro, Colombia Compra Eficiente.

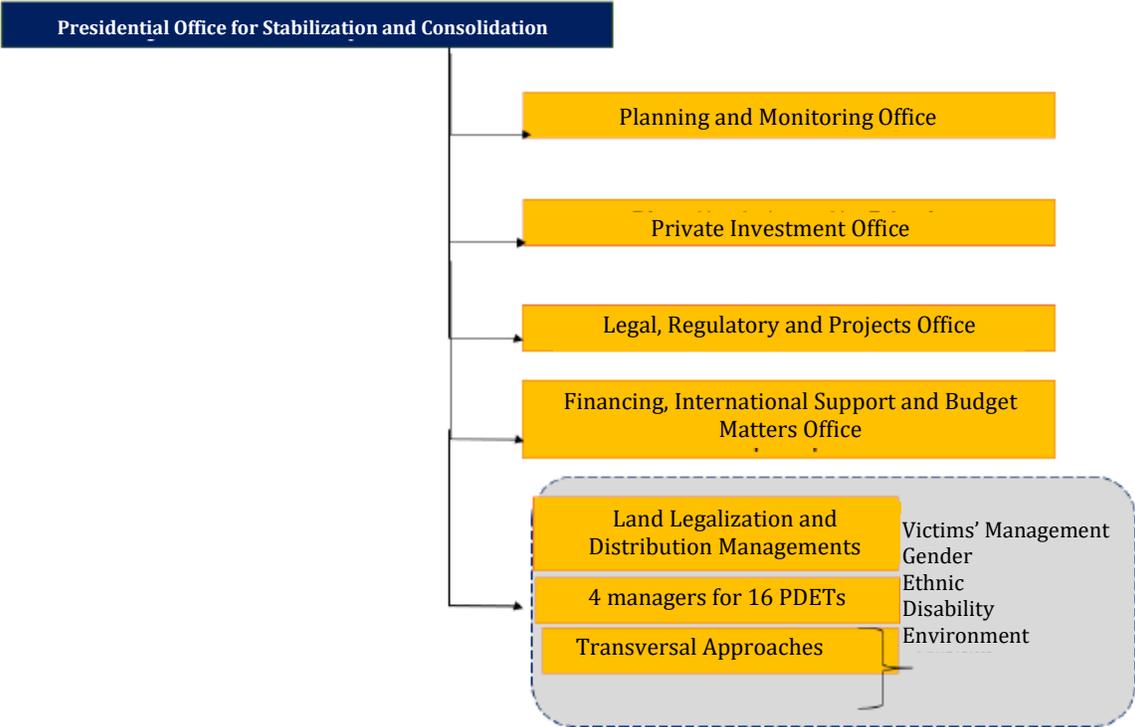
(iv) These entities will have an advisor to the head who will be responsible for keeping this public manager aware of his responsibilities and will keep the agenda of compliance with the milestones and goals. They will all be grouped in the Liaison Network for Stabilization (*Red de Enlaces para la Estabilización*).

(v) The Unified Command of the Armed Forces and its components will extend their functions to the component of protection and security of all implementation activities, as the Presidential Advisor may recommend to the President.

(vi) In coordination with the Vice-President, the Advisor will lead and integrate all matters related to gender and the differentiated treatment in favor of women.

(vii) International Coordination: The implementation has a number of international aspects. In order to integrate the efforts of all sectors in this field, the Vice-minister of Foreign Affairs will coordinate the group of vice-ministers responsible for topics within this component.

4 Presidential Office for Stabilization and Consolidation



Source: Prepared by author

Stabilization Policy

1. Comprehensive Rural Reform

1.1 Land Access and Use

1.1.1 Land Fund

The Fund for Land of free distribution was created by decree 902/2017 and aims at establishing measures to facilitate the implementation of comprehensive rural reform concerning access to and formalization of land. The intention with the Land Fund is to manage 3 million hectares.

- (i) Its constitution will continue.
- (ii) A 4-year strategy will be adopted for each land source to maximize its contribution.
- (iii) We will ensure that the legal means ensure the rights of the legitimate owners.

1.1.2 Multipurpose Rural Cadaster

In order to promote the proper, productive and sustainable use of the land, a national multipurpose rural cadastral system will be proposed, which at a single moment or gradually adopts the information exchange standard (LADM), integrates the cadaster and registry information, and facilitates the collection and use of cadastral information, to improve the guarantees of the property right, contribute to fiscal strengthening, and strengthen strategic planning and land use planning.

This update to the cadaster – besides providing municipalities with a greater economic power – contributes to the strategies of land formalization at a national level.

This project is a priority and its coordination will be provided in the first quarter of 2019.

1.1.3 Formalization from municipalities – Funding of formalization with royalties (Legalization, jurisdictional, administrative)

Taking into account that most prioritized municipalities are category 6, that most of their income comes from property tax and that their budget is limited, it is proposed to use future budgets of income from royalties in these zones to formalize their cadasters. This will enable them to formalize properties and, thus generate revenues for the municipality.

1.2 Areas of Environmental Interest

The National Government, through the Ministry of Environment and Sustainable Development and with the support of the Presidential Office for Stabilization and Consolidation, will promote the Environmental Zoning Plan demarcating the agricultural border and allowing updating, and if necessary extending, the inventory, and characterizing the use of the areas that must have environmental management, which include the Forest Reserve Zones.

1.3 Agricultural Jurisdiction and Land Law

It is intended to ensure that the Agricultural Jurisdiction has complete territorial coverage with an emphasis on prioritized areas. The mechanisms comprising it will ensure the property right as protected by the Constitution, as well as the right to access agile and timely justice, all of this under the recognition of the demographic and differentiated approach.

In order to secure an analysis pursuant to the significance of the matter, in 2019 a commission of national and international experiences will be created, which will deepen and illustrate the direction the policy must take in the long term.

1.4 Alternative Conflict Resolution Mechanisms

With the Ministry of Justice, the Ministry of Commerce, the Ministry of Environment and Confecamaras and the coordinating chambers of commerce, conciliation centers will be created in each PDET zone. In principle they will focus on matters that would be competence of the agricultural jurisdiction. The project pilot will start before the end of 2018.

2. National Sectorial Plans, Development Plans with Territorial Approach, Framework Implementation Plan and that corresponding to the rural development of PNIS (PISDA) and PIRC

2.1 Planning and Implementation, Territorial and Long-Term Focalization

In the international experience of stabilization, both in natural disasters and situations of violence, the process to recover the zones must be focalized, precisely where the consequences occurred. It is intended to achieve a balance between physical security and multidimensional interventions to ensure the presence of the State and address the structural causes of violence. It is in these territories where the actions and stabilizing mechanisms are deployed.

In Colombia, violence affected the entire country to a greater or lesser extent, but we are aware that it is in the prioritized areas where stabilization plays a fundamental role. It is strategic for the country that security and the State reach those places.

Thus, we understand the 170 prioritized PDET municipalities as the circle of focalized intervention of the State.

Regardless of the reasons, it is a matter of national security that they do not relapse into a vicious circle of poverty and violence. It is a priority for the State to reach these territories with public goods and Law Enforcement. The 16 zones covering the 170 municipalities will enable the prioritization of the integration, focalization and temporality. Without prejudice, however, to again analyzing the prioritization criteria at the proper time and in compliance with the law.

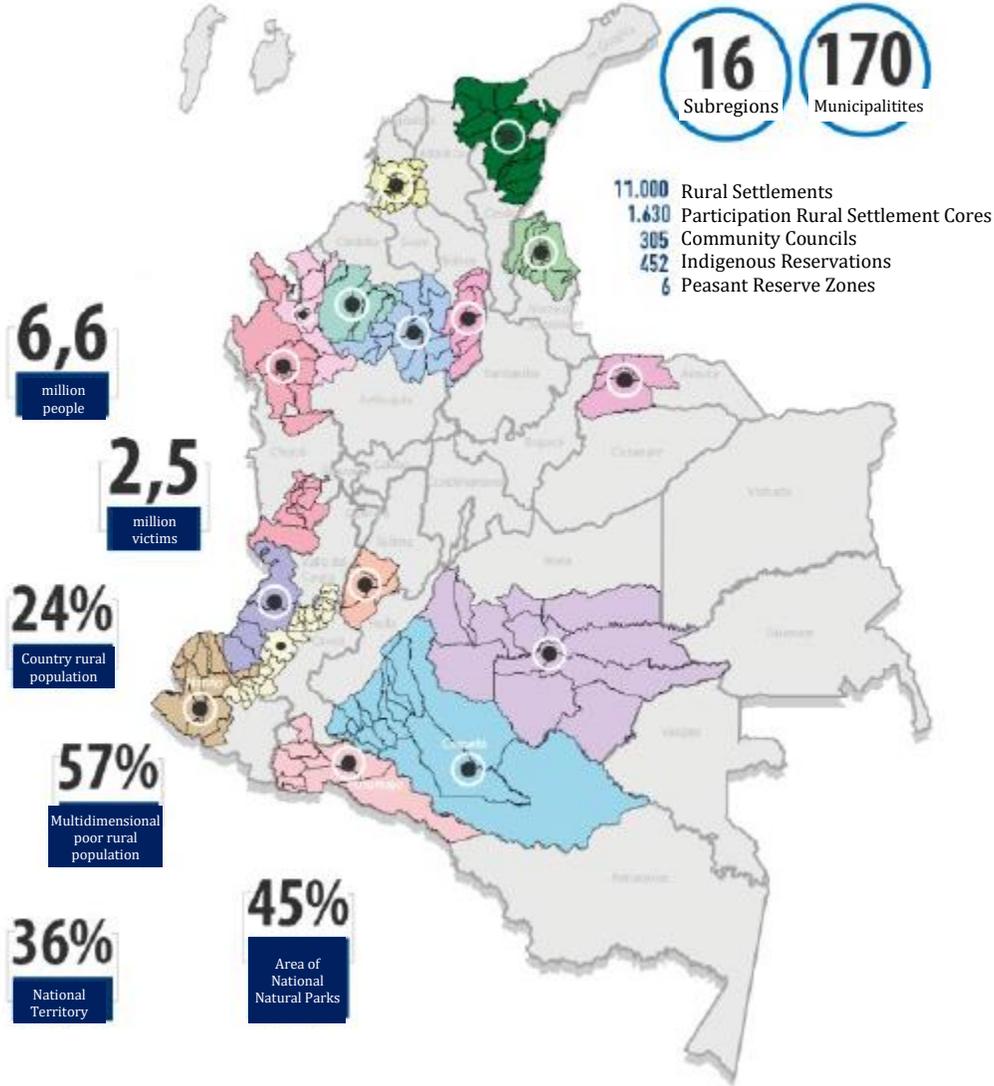
Planning must be made thinking long term, because the characteristics, extent and complexity of the intervention so require.

Thus, in the case of PDET zones, these interventions must be done taking into account that, due to the extension of the projects and that in the majority of cases they start from zero, the interventions have a temporality, but are projects that in most cases have development and execution periods that are longer than an administration term. To such extent, the political and historical responsibility of President Duque is that interventions start in all prioritized municipalities, with that temporal ambition, even though the works may not be delivered in the development thereof.

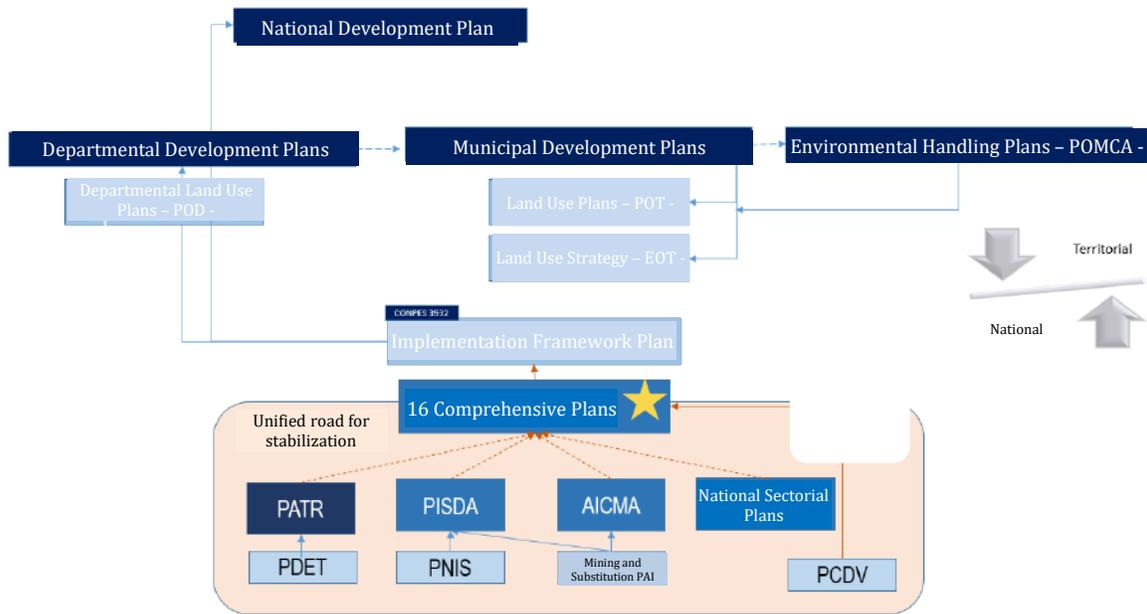
2.2 Integration

The integration is necessary between the Action Plans of PDET, PMI, the Action Plans of the National Comprehensive Program for the Substitution of Illicit Crops (PNIS), the National Sectorial Plans and PIRC in a Roadmap for the municipalities where their prioritization overlaps.

For these Plans to be subjected to the merger proposed below, we will require all of them to be formalized, at the latest, at the end of the first quarter of 2019.



Once this has been achieved, all these plans and programs will be integrated in a Unified Roadmap for Stabilization, hereinafter Roadmap, which will be integrated and harmonized with the planning and management instruments and mechanisms at a resource and finance technical level. This management will be coordinated by the Presidential Office for Stabilization and Consolidation. As a result, all interested parties in supporting the implementation will have a guideline on what must be done and where and when it must be done.



Source: Prepared by author

That Roadmap will act as guide to enable the regional planning of the 16 PDET. The projects with regional scope to be coordinated and co-managed with the territorial entities will be identified.

2.3 Harmonization at a national level in the development of the National Development Plan and Standard in the PND to align the other local planning instruments

It is necessary to provide in the National Development Plan (PND) 2018-2022 the inclusion of the Roadmap as a mechanism of integration and harmonization, in order to ensure the use of resources towards compliance with that planned.

Doing this is the response of a government aware and convinced of its role to achieve equality and social justice. In fact, as described, the instances of the National and territorial Government will focalize and project their management in the 170 PDET municipalities to 10 and 15 years. This action will allow integrating the planning instruments and the three National Development Plans of the following Administrations, ensuring continuity and sequencing of the implementation process.

2.4 Modeling according to the demographic particularities – Work with the National Administrative Department of Statistics (DANE)

The modeling based on the analysis and update of the sociodemographic conditions of the territories: which requires a constant integration with DANE, so that the characterization is done with statistical principles and based on the updating of the national census.

2.5 Sectorial Integration in the Execution

2.5.1 In the expense – Resources from the National Budget and Colombia in Peace Fund

The resources in the General National Budget (PGN) must be identified with a specific mark of the implementation process and the specific execution standards of each must be studied.

Besides being labeled, the planning instruments will be strengthened in the PND, integrating them to the National Development Plans, which will make viable the allocation of resources from the PGN and the Presidential Office for Stabilization and Consolidation will be empowered to give instructions regarding the way in which the criteria of i) focalization ii) long-term planning and iii) integration will be met for the stabilization investment projects.

Likewise, the actions covering 15 years will be demarcated, defined in the Implementation Framework Plan (PMI), specifying the goals and resources for the 2018-2022 Administration period, and the synergies necessary with the public sector at a national and territorial level, the private sector and international cooperation.

2.5.2 Resources from Royalties

The simplification of the regulation will be proposed in order to make it more agile, the appointment of the technical secretariat of OCAD PAZ to the Presidential Office for Stabilization and Consolidation, ensuring the focalization of the resources to the 170 PDET municipalities.

The inclusion in the base of resources for science, technology and innovation of an increase of 1% in the current percentage will be obtained, to be allocated to drive productive projects, of social, cultural, economic and environmental research and innovation mobilizing actions of the Orange Economy for Peace, in the 170 municipalities and the Roadmap.

To drive the execution of OCADPAZ resources (1) the review of the presentation and approval process for projects will be promoted, which is making almost impossible the execution of such resources; and (2) capacity will be built to support the territorial entities in the structuring of projects.

One challenge is to obtain funding originating from the sources over which the central government has no direct control. For PDETS, this part of funding amounts to 4 trillion pesos of 2016 during the 4-year-period 2019-2022. For all commitments, it amounts to 9.6 trillion pesos of 2016.

OCADPAZ will be regulated for resources to be invested in projects that make part of the Roadmap.

2.5.3 Resources from International Cooperation

We will efficiently take advantage of international generosity and the support from countries and organizations. Resources coming from international cooperation will also be focalized, integrated and coordinated with the priorities of the Nation in the implementation and the Roadmap, so that, with a constant coordination of the Presidential Office for Stabilization and Consolidation, with the Presidential Agency for Cooperation (APC) and the Ministry of Foreign Affairs, the need to focalize the interventions will be reiterated, in order for all actions of the stabilization process to be coordinated and to gain in synergies.

In cases where the zones have already been prioritized for security reasons, we will work as provided in the security policy.

2.5.4 Integration with Departments and Municipalities in the Execution

We will have the standard providing that territorial land use plans will be required to be means to comply with the Roadmap.

2.5.5 Social Adoption of the Plans – For done by ART in Participation – Dialogue

PDETs were built among communities, ethnic groups, local authorities, associations, private sector, academia and civil society organizations. In this sense, the accompaniment and participation of all players of each territory will be active in the implementation of the plans.

Likewise, we will be careful to regionally validate the interventions and, when applicable, work on a territorial basis on the reevaluations.

2.5.6. Special Disaster System

Led by the Risk Management Unit, a risk subsystem will be created through the intervention in some of the 170 focalized municipalities, covering the urgency or risk needs in those municipalities. The intervention will entail the performance of works enabling to cover basic needs or services in such municipalities.

Likewise, in focalized or intervened municipalities, Municipal risk management Councils will be created or strengthened, as applicable.

2.6 Attraction of the Private Sector

The stabilization of the territories affected the most by violence requires the arrival of public supply, but also the private one. We will work in 4 specific lines for the private sector and Non-Governmental Organizations. They are described as follows:

2.6.1 At a political level – We will procure that guilds share our vision of the strategic significance of stabilizing the territories and that they join us in a long-term effort.

2.6.2 At a regulatory level – By facilitating the conditions to eliminate transaction costs for companies to be able to arrive to prioritized municipalities. In this field, at least:

(i) Special Taxation Regime: Changes to the standard make the benefits in the zones much more visible, preventing evasion and ensuring job creation and investment.

(ii) Benefits from joint efforts tending to development: This new measure seeks to foster technology transfer and joint efforts by several companies with the purpose of making viable the Zones affected the most by violence (ZOMAC). Thus, if a group of companies jointly presents a project implying the renewal of a territory, they may subscribe a covenant so that, in return for their joint effort, they are recognized tax discounts of up to 20% of the investment, or 30% in case technology is transferred to the ZOMAC.

(iii) Works for Taxes: The mechanism of works for taxes will be reconsidered, given that there are many investors who want to contribute to the same, but consider that the current legislation is complex and transfers to them too many risks.

The new model will be financially more attractive for the territories and taxpayers and will also have more expedited mechanisms for the performance of works that will have a wider range of action: It is proposed to include additional sectors such as productive infrastructure, child development centers for the comprehensive attention of early childhood and prevention of risks and disasters.

(iv) Works for Royalties: Conditions for the scheme Works for Royalties will be presented, to proportionally benefit the PDET municipalities.

(v) Regulation for stabilization: access and operating conditions for regulated sectors will be reviewed to adapt the requirements to the characteristics of the PDET zones.

2.6.3 *Reiterating the message that the best investment for the private sector is for there to be no violence, their involvement is fundamental.* What they have invested in safeguarding their operations in the midst of violence is the investment those zones need and this will be done hand in hand with the stabilization of the territories. “Long-Term Investment”. *Commitment to a stable Colombia:* As a long-term social and economic investment, where the company understands the importance when establishing its economic activity – in any way – in some of these zones and the development core generated. We already have several companies interested in this axis, one (1) in the health sector, one (1) in the food sector, one (1) in the power sector.

2.6.4 *Non-Governmental Organizations:* We will procure that NGOs also work on an integrated basis with the priorities of the Government.

2.7 Internships in PDET Zones under Special Conditions

Strategic alliances with public, private, national and foreign universities will be developed; so internships for undergraduate, graduate and doctorate students, in social areas such as health and education are offered in the rural scope.

The idea is for candidates to any title to complete their professional internships in mayor’s offices and private and public entities. The experience already obtained with the programs *Manos a la Paz* and *PAZa la experiencia* will be strengthened.

2.8 Tertiary Roads as a Large 15-Year Project

The access needs of PDET municipalities will be worked on as a large 15 year macro-project. It will be worked on under the leadership of the transportation sector.

The possibility to proceed in the same way with electrification will be assessed.

3. Plans to Facilitate the Marketing of Farmer Products

The Ministry of Commerce, Industry and Tourism, the Ministry of Agriculture and Rural Development (MADR) will lead a Sectorial Marketing Plan for family agriculture.

In this way, all policies developed by those ministries will be used, ensuring that each initiative adopted in that direction has a section answering to the special conditions and characteristics for PDET zones. This will be particularly relevant within the framework of the policy of Contract Farming that intends for the farmer to reduce his exposure to price risks and the uncertainty of whether or not his production will be bought. In this field we will be supported by the skills and experience of Colombia Compra Eficiente.

Likewise, Banco Agrario will have a management that will be permanently evaluating the financial market conditions and the needs of producers to offer suitable funding conditions and to facilitate the creation of fair marketing conditions (social commerce). Within the ongoing initiatives we highlight:

3.1 Distribution Centers and Direct Purchases

The promotion of local direct purchases and the development of productive infrastructure in distribution centers for production resulting from productive projects will be coordinated with the MADR and the Agriculture Secretariats.

3.2 Colombia Mercantile Exchange (*Bolsa Mercantil de Colombia*) (BMC) and its services

Colombia Mercantile Exchange is already making progress in the analysis of the characteristics the agreements between producers and purchasers must have, so the required coverages are offered by the transaction of the agreements in the commodities market.

Similarly, BMC is making progress in the development of strategies to incentivize and promote the purchase needs of State Entities in the development of their legal authority.

3.3 Opportunities from International Treaties

Efforts will be made for management with the international cooperation and the Ministry of Commerce, Industry and Tourism tending to the development of programs to incentivize access to international markets of the products resulting from the productive projects of persons in the reincorporation process, families involved in the PNIS and from PDET territories.

In this area we have already obtained a principle of interest from some governments among others, and the best perspectives in the buyers of the Fair Trade system.

3.4 State Purchases, especially for PAE, FFAA, ICBF

A sector with high demand for products from the countryside is constituted by state purchases. With that in mind, we will work to pay particular attention to the supply coming from programs and projects related to the implementation. Some of those we are already exploring are:

3.4.1 For Students

It will be integrated between the MADR and the Ministry of Education, for the prioritization in the strategy of food provision of the Student Food Plan (*Plan de Alimentación Escolar*) (PAE). This, incidentally, will leverage another goal of the implementation relating to the improvement of nutritional quality.

3.4.2 For the Armed Forces and ICBF

A strategy of public purchases will be established with Colombia Compra Eficiente for the access of productive projects from the 170 PDET municipalities, PNIS families and persons in the reincorporation process, to the markets of agri-food supply and supply to the areas where convenient, including the Armed Forces and ICBF.

4. Integral Security System

The same treatment given to the different types of risks cannot be given to security matters relevant for the implementation. The greatest integrality of the security policy and the best integration between persons in charge are required.

Accordingly, two security and protection scopes are differentiated: one corresponding to the general protection schemes of leaders and advocates of human rights and security of the territories; and the other, that of the persons in the process of reincorporation to social life.

4.1 National and General Policy on Protection of Leaders

The risk specific to the social leaders and human rights advocates, as well as the risks to the physical security of the families engaged in processes of crops substitution, presents mainly a territorial approach which requires treatment schemes according to their circumstances.

They intersect with the security, coexistence and human rights protection schemes, which policy is designed by the Ministry of the Interior, and in which execution the sectors of defense, the National Police, justice and law, the Presidential Office for Stabilization and Consolidation, the territorial entities, the Prosecutor's Office, the Ombudsman's Office, the Office of the Attorney General, among others are linked, since the National Government considers that they are part of the general security policy and in particular of the protection of social and political leaders, human rights advocates, and social leaders who have belonged to Farc.

The integral management of security must prevent inconsistencies, achieve a better use of resources and greater timeliness in the response. That is why the Government considers that the integral security policy in the territories, which will be comprised by the eradication of crops and the protection of social leaders, without prejudice to the integration with the early alert systems arising within the context of the implementation, the integration and articulation with the Integral Security System for the Exercise of Politics.

In this sense, the policy for the protection of social leaders, politicians and human rights advocates and the protection of the leaders of the families engaged in processes of crops substitution will be assumed in the short term with:

- (i) The technical secretariats of the National Commission of Security Guarantees and of the High-Level Instance of the Integral Security System for the Exercise of Politics;
- (ii) The Coordination of the Commission of Follow-Up and Evaluation of the Development of the Integral Security System for the Exercise of Politics;
- (iii) The follow-up to the protection and security measures adopted in the SISEP and to the Integral Protection Programs;
- (iv) The coordination of the Interinstitutional Planning, Information and Monitoring System.

A proposal making the prepared scheme viable and enabling compliance with the pending actions for the development of the Integral Security System for the Exercise of Politics, already noted, will be prepared.

4.2 Protection of Those Who Are in a Reincorporation Process

The security scheme of those who are in a reincorporation process into civil life is articulated with the reincorporation programs and the Government considers that its definition, execution and follow-up must be within the management scope of the Presidential Office for Stabilization and Consolidation as responsible of the stabilization policy.

In this sense, the Presidential Office for Stabilization and Consolidation assumed the Presidency of the Technical Committee on Security and Protection that has as "target population of protection, the members of the new movement or political party that arises from the transit of the FARC-EP to the legal political activity, its activities and headquarters, the former FARC-EP members who reincorporate to civil life, as well as the families of all the former according to the level of risk."

Complying with the functions of the Technical Committee requires the study and approval of the Strategic Plan; adopting a regulation of operation that makes decision-making swift, effective and efficient and ensures the periodicity and opportunity of its sessions and consolidating its budgetary support; activities that will be assumed in coordination with the National Protection Unit (UNP, *Unidad Nacional de Protección*), the Police Unit for the Construction of Peace (UNIPPEP) and the Human Rights Office (*Dirección de Derechos Humanos*) of the Ministry of the Interior.

5. Social and Economic Reincorporation

It is our duty to comply with those who are in the reincorporation process and which, in its majority, have stayed on the path of legality, and to guarantee that they adhere to the programs provided for their reincorporation to civil and productive life.

From the Presidential Office for Stabilization and Consolidation, in an articulated work with the Reincorporation and Normalization Agency (ARN) and with appreciation for the contribution of the National Reincorporation Council, CNR, 3 management fronts have been thought of and have been advanced for this process: security, immediate attention and community training and reincorporation.

5.1 ETCRs

5.1.1 Action Plan to Adapt Facilities

As had been defined, the Transitory Rural Zones for Normalization (ZVTN), today Territorial Spaces for Training and Reincorporation (ETCR), would last 180 days. Therefore, criteria for their permanence were not taken into account.

As identified in the annex, the ETCR were received with locative situations that make it necessary to generate a short-term action plan to provide habitability conditions in these spaces during the duration of the ETCR. In this regard, the most urgent shortcomings were identified in matters of infrastructure and resources, and will be carried out before the end of the year. The schedule is annexed.

Likewise, a strategy for the normalization of the ETCR is being identified in accordance with decree 2026/2017, which establishes their duration until August 15, 2019. The strategy will be focused on the stabilization of these zones, taking into account the objectives of the reincorporation process and technical aspects according to current regulations.

5.1.2 Diagnosis of Vocation and Preparation by August 2019

As indicated in decree 2026/2017, the ETCR will last until August 15, 2019, and their objective is that former FARC-EP members can advance their reincorporation process.

We find that the dynamics that have been presented within these spaces correspond to the tendencies that the inhabitants of each of them have been selecting. Our responsibility is to review the conditions of preparation for civil life of each of them and, if necessary, to program the reinforcements that may be required. It is necessary, then, to understand the expectations of each in order to adjust the work in that direction.

(i) In the first direction, we will work with the Ministry of Education and/or SENA to have a real view of the conditions in which the former combatants are to assume civil life, whether as employees or as entrepreneurs. In accordance with that diagnosis, we will project and implement the reinforcements in training that may be required.

(ii) In the second field during the first quarter, we will assess the directions that are intended for each space and we will study whether it is possible and how. To such end, a path must be designed and implemented, taking into account technical criteria and the contribution to the reincorporation process.

5.1.3 Security of the ETCR and Surrounding Zones

In most of the municipalities where the ETCR are located, more than one armed group is present: ELN, the Gaitanista Self-Defense Forces of Colombia (*Autodefensas Gaitanistas de Colombia*), the FARC dissidence and the Gulf's Clan (*Clan del Golfo*), among others.

Given the situation, it is necessary to reorganize the Blue Tent model, the Basic Carabiner Units (UBICAR, *Unidades Básicas de Carabineros*) of the National Police and the Ground Operations Battalions (BATOT, *Batallones de Operaciones Terrestres*) to promote communication among the former FARC members, the surrounding communities and the institutions that are present in these spaces, in order to know the realities of security, institutional strengthening and presence of the State in these zones, as well as to monitor the stabilization process of communities affected by violence. In this, work will be articulated with the national security policy.

As a particularity, we see that not all those who are in the reincorporation process are still located in the ETCR, but many have moved to more or less distant places. This causes a new reason for attention and it will be necessary to keep it in mind for the planning of the works, based on the census that will be completed before the end of this year.

5.1.4 Food Supply – Gradual Dismantling

The measure of a food or supply benefit after the termination of the ZVTN and PTN, has been postponed in time, according to the single paragraph of article 3 of decree 2026/2017, modified by decree 1162/2018, the National Government, through the Reincorporation and Normalization Agency, is responsible for “*accompanying and providing the institutional support to achieve the dismantling of the food service in a gradual way, so that former combatants can assume their own supply, as of January 1, 2019, ...*”.

For such purpose, the design of a protocol is proposed for the gradual dismantling of the supply to the ETCR and surrounding zones, which must be ready on December 31, 2018.

5.2 Training – Access to Social Benefits

The Presidential Office for Stabilization and Consolidation, in coordination with the Reincorporation and Normalization Agency (ARN), will implement actions so that accredited former FARC members can access a psychosocial accompaniment, in a transversal way to strengthen their abilities.

5.2.1 Diagnosis of the Status and Formulation of the Reinforcement Plan

A process of diagnosis and identification of the population of former FARC members and their families found outside the education system will be developed, to understand the shortcomings that exist, to strengthen and adapt the offer of access of this population to an academic education and the education processes for work, training to be entrepreneurs and formalization of knowledge.

5.2.2 Development of Reinforcement

Based on the findings of the diagnosis described above, the population of former FARC members will be linked to the flexible models established by the Ministry of National Education (MEN) and operating entities.

Additionally, the educational offer for this population will be coordinated with the municipal and departmental education secretariats, especially for those who are in the rural and scattered zone. In particular, the following will be given:

Higher Education Access: Together with the MEN, a route will be managed for the socialization for access to higher education, according to the existing public offer and the abilities of the beneficiary population.

Validation and Certification of Knowledge: A route of certification of labor competencies will be developed based on the validation of prior knowledge and expertise of the people in process of returning to civil life and their families, as established by current regulations.

Training for Work: Identification of production lines will be made, considering regional demands for the implementation of the strategy of the Training Model in Productive Environments (*Modelo de Formación en Entornos Productivos*) (technical/agricultural training) through an alliance with the SENA, the private sector and international cooperation.

5.3 Support in Job Search

Parallel to the development of productive alternatives, the strengthening of the extensive management and placement processes will be managed for those who opt to be employed. For this purpose, it will be articulated with the programs of the Public Employment Agency and the SENA, where a particularized treatment will be given to these workers.

Finally, joint responsibility processes will be generated with public and private actors to promote the employment of this population.

5.4 Productive Projects

5.4.1 General Success and Planning Framework

As part of the strategy for the generation of income, productive projects are supported as one of the cornerstones for sustainability in the legality of the former FARC members.

The assessment of the projects must be done in a professional, serious and sustained manner. For this, we will bring a very high-level consultancy that provides recommendations and tools for the assessment of proposals to the National Reincorporation Council (CNR). This assessment will be made regarding the efficient planning and implementation stages of productive projects, so that we have a real idea of its viability. We must be responsible.

5.4.2 Assessments

Within the framework of the recommendations provided by the consultancy, a procedure will be established for the formulation, implementation and monitoring of productive projects, both at the national level and in the different territories where the reincorporation process takes place. Likewise, the participation of the private sector must be encouraged for the accompaniment of the projects.

This assessment will be done without threatening the enthusiasm of the reincorporation, so as not to create frustration among those who are in this process. The assessment will be made taking advantage of the national and global knowledge before the particularity of productive projects for reincorporation of those who are in process.

Likewise, mechanisms must be created for the conditioning of the access to resources for productive projects to the participation of the training processes and validation of knowledge, according to the production line in which the proposals are structured.

5.4.3 Technical Assistance in the Activities: Technological Extension Service (Servicio de Extensionismo Tecnológico)

In order to accompany the strategy of productive projects, the component of the State that provides the accompaniment in the structuring of productive projects and in their monitoring must be strengthened.

Additionally, the education offer for the structuring and management of economic and productive projects must be managed with universities and the private sector, as well as the accompaniment to help strengthen the different associative schemes of former FARC members.

5.4.4 Technical Support in Commercialization

Taking into account the process of the formulation of productive projects, the accompaniment of former FARC members in productive chains developed in the regions must be carried out, in order to provide tools that contribute to sustainability in the medium and long term. To this end, the following actions will be carried out, among others:

(i) Generate, together with INNPULSA, MADR and the SENA, the tools and protocols that allow the productive projects of former FARC members to be linked to productive chains and the commercialization of products.

(ii) Define, socialize and monitor the implementation of the routes for the access of productive projects of former FARC members to the different programs for income generation: “Productive alliances”, “Productive Chains”, “Rural Business Capacities: trust and opportunity” and “Capacity development and income generation”, and other income generation programs.

5.4.5 Technical Assistance in Associativity

Associative schemes will be supported in order to seek agricultural organizational and business development, when indicated in the option selected by each former combatant.

5.5 Lands

No process of access to land was established. But, within the framework of the reincorporation process, there are aspects in which the issue is critical. For example, in the solution to housing needs and in regard to some of the productive projects.

Within these frameworks, work will be done on the access to land use, when it is relevant to carry out the necessary actions to guarantee socioeconomic stabilization, as well as compliance with the commitments undertaken by these people with the reincorporation process.

5.6 Community Reincorporation

The situation shows the need to implement actions that promote, as a foundation of territorial peace, coexistence, cohabitation, reconciliation and non-stigmatization towards the generation and strengthening of trust with the communities, victims, former FARC members and the institutional framework.

The main destinations of former members will be identified, as well as the level of support needed in the most representative ones. In those destinations, we will work to prepare their arrival and peaceful permanence.

With the above, it will be sought to reduce the stigmatization indices against the former combatant population, as well as the opportunity for the State to use these actions so that it can access the territories, in such a way that reincorporation is not an exclusive issue of former FARC-EP members, but that it is understood as an exercise that benefits the entire population that is around the places where those who are in the reincorporation process are located.

5.7 Legality and More Legality

The President is convinced that the new living conditions are only possible within the framework of the law. In this understanding, the guarantees described in this policy are based on the fact that all the beneficiaries remain within legality.

Therefore, with the same decision and strength, those who do not honor their word and fail their commitment, that is, those who return to the ways of crime, will have the full weight of the law and all the effects that have been provided in the law for those behaviors that are not acceptable under any circumstances, after a peace process.

5.8 Differential Life Path Program

The Implementation Framework Plan (*Plan Marco de Implementación*) states that the responsibility of leading the program lies with the Presidency of the Republic, which must coordinate with the different institutions responsible for the 4 axes: i) Exit of minors from FARC-EP camps; ii) Restitution of rights; iii) Comprehensive repair; and iv) Reincorporation².

Furthermore, actions must be implemented around the strengthening of the Differential Life Path Program for the accompaniment of the population subject to support (expansion of the offer, design of guidelines for the reincorporation component, integration of the institutional offer), as well as the articulation of the responsibilities of the ICBF and the UARIV, in the support of minors and young people who belonged to the FARC-EP.

6. National Comprehensive Program for the Substitution of Illicit Crops - PNIS

6.1. Integrity with Rural Development and with the Counternarcotic Strategies

The Government of President Duque is committed to reducing illicit crops because of the certainty of the harm suffered by society, family, young people, the environment, among others. Thus, within the framework of legality, we believe that all illegal plants must be eradicated and for this, the State has the options of groups of manual eradication and aspersions. We do understand that there is an option to voluntarily substitute and as long as it is done in strict adherence to the law, we will comply with the agreement with Colombian families.

The program will be carried out in a harmonious way with the security and counternarcotic policies. The policies of fight against organized crime will be developed in the heart of the National Anti-narcotics Council and it will be harmonized with the National Comprehensive Program for the Substitution of Illicit Crops.

6.2 Diagnosis and Planning

Before the end of the year we will have what was promised diagnosed and quantified. Based on that, a realistic projection will be made of how it can be met and when. That sincere projection will be communicated in detail to all the families and all interested parties.

The PNIS will stop operating as an isolated program and will stop making promises that it is unable to keep.

6.3 Integration

² The institutions involved in the PCDV are: Office of the Presidential Advisor for Human Rights, the Colombian Institute for Family Welfare (ICBF), Unit for the Comprehensive Victim Support and Reparation (UARIV), and the Reincorporation and Normalization Agency.

The PNIS Program will be integrated into the structural transformations of rural society.

The integrality of the PNIS with the transformations of the field that the government of President Duque will bring has two main axes: the integration with the policy that the Ministry of Agriculture defines for the development of the field and the integration with the PDET. In the first case, the key is to integrate the offer from the Rural Development Agency (ADR) with the technical support that the PNIS provides to farming families, in such a way that the initial two-year effort made by the PNIS generates the initial conditions for the transition to a legal economy.

Within the stabilization framework, the PNIS is conceived as a transition program that does not replace the rural policy, but boosts and complements it. The PNIS is a component conceived as an instrument that contributes to the renewal of the territory.

The integrated action of the PNIS will be achieved by passing the PAI FAMILIAR component of the PNIS of the Presidential Office for Stabilization and Consolidation to the Territorial Renewal Agency (ART) and hand in hand with the Units for Agricultural Technical Assistance (UMATAS) and the Formalize to Substitute (*Formalizar para Sustituir*) program. In the Presidency, the PNIS will be maintained as a policy that will include, in addition to the current program, those of formalize to substitute, Ranger Families, among others.

6.4 Regarding the Development of Territories and Families

The ART will assume the development of the implementation and execution of the Immediate Family Care Plan (PAI) to comply with the commitments acquired for the families. Different models will be implemented taking into account the specific characteristics of the populations and territories. The instruments that the PNIS must have to contribute to the territorial development are:

- (i) The transitory economic support conditioned to immediate eradication.
- (ii) The generation and strengthening of technical skills through the Assistance provided by the Program, which generates knowledge and provides access to techniques and technologies for production and productive linkage. The institutional offer of the PNIS will be linked to the fulfillment of the commitments by the family. This means that Assistance occurs from the productive vocation of the territory, generating associativity and public goods.
- (iii) Ranger families as a mechanism to protect the forest and avoid deforestation.
- (iv) Alliances with the private sector within the framework of support of local productive projects – as has happened in the case of coffee and cacao.

The foregoing must be developed from the preferably local conditions and capacities, but, when these are insufficient given demand, turning to that which ensures coverage. These are the inputs to guarantee that the PNIS has an approach that recognizes the needs, characteristics and economic, cultural and social particularities of the territories and rural communities (indigenous, afro-descendent, gender and socio-environmental), but that fulfill what was promised.

6.5 National Comprehensive Intervention Program regarding Illicit Drug Use

Headed by the Ministry of Health, the National Government will develop a National Plan for the Promotion of Health, Prevention and Attention to Psychoactive Substance Use to reduce the magnitude of drug use and its adverse consequences.

Legal mechanisms available to the State will be used to retain or confiscate illicit drugs.

7. Comprehensive Action against Anti-Personnel Mines –AICMA–

The Colombian State will have updated the public policy that promotes in the medium and long term the Comprehensive Action against Anti-Personnel Mines –AICMA–. We will have as input an evaluation of the interventions of the Strategic Plan in coordination with DNP, the redefinition of the baseline of affected municipalities adjusting the typologies established in the Strategic Plan, according to their progress and the adjustment of technical instruments (National Standards) according to the needs and context of the moment.

On the basis of a rigorous analysis of the information and impact of the affectation, in consideration of lessons learned and best international practices, the progressive construction of a national baseline will have been carried out, which will allow a prioritization that facilitates a controllable, cost-efficient and flexible assignment of duties of humanitarian demining in the territory, including the reduction of areas as a result of a rigorous analysis.

It is key to consider that in order to achieve these goals, the extension of article 9 of law 1421 “public order” must have been taken into account, which regulates the humanitarian demining activities so that it can be done by civil organizations. Likewise, in the medium and long term (4, 10 and 15 years), humanitarian demining will have facilitated the entry of other stabilization programs associated with land restitution, returns and relocations and the effective implementation of the Development Plans with Territorial Focus – PDETs, and when appropriate, accompany the transit process into legality of armed groups outside of the law.

In what corresponds to the municipalities with presence of ethnic groups, it is necessary to maintain an active social dialogue and an Ethnic Pact for Demining, coordinated from the Ministry of the Interior, so that the agreement processes with ethnic communities allow prioritizing and/or assigning demining operations in their territories. Likewise, progress is being made in the agreement process with the ethnic communities universe identified with any affectation by MAP, MUSE and/or AEI.

In terms of territorial management, the AICMA will have been consolidated through a Nation-Territory articulation to achieve co-responsibility, co-financing or leverage on the matter at the territorial level. The Colombian State will have updated the public policy that promotes in the medium and long term the Comprehensive Action against Anti-Personnel Mines –AICMA–. In this regard, we will have as input an evaluation of the interventions of the Strategic Plan in coordination with DNP, the redefinition of the baseline of affected municipalities by adjusting the typologies established in the Strategic Plan, in accordance with its progress and the adjustment of technical instruments (National Standards) in accordance with the needs and context of the moment.

8. Victims

8.1 Integration

In the Single Register of Victims, more than 8,900,000 people affected by any of the victimizing facts included in law 1448/2011 have been recognized. Of these, 31% are located in the 170 PDET municipalities. Moreover, there is a high number of victim population that is part of the programs for the voluntary substitution of illicit crops. Likewise, more than 11 thousand victims have been affected by anti-personnel mines and more than 75% have a rural vocation, since they were expelled from rural zones.

However, the different entities in charge of all these policies are fragmented and disjointed.

In the same way, a lack of synchrony is evidenced between the victim policy, law 1448/2011 and the Framework Implementation Plan (*Plan Marco de Implementación*). It is illustrative that of 27 PMI indicators contained in the repair pillar, 21 of them contemplate a term longer than 2021, year in which the law would conclude.

In the same sense, methodological tools haven't yet been developed that allow the integration of the Collective Repair Plans (PIRC) with the Development Plans with Territorial Focus, or with the Comprehensive Plans of Substitution and Alternative Development (*Planes Integrales de Sustitución y Desarrollo Alternativo*).

Taking the above into account, we will generate the integration mechanisms between the public policy of victims and the stabilization planning instruments. To begin, before the year ends, the Victims Unit will prepare a planning document that will be taken into account for the Road Map, taking into account that a part of the population that will benefit from the same is victim and that, in turn, it is receiving an offer from the state, mainly those of collective repair and returns.

8.2. Validity of the Law

Taking into account that the validity of the law is foreseen until 2021, it is fundamental to analyze it based on the progress of the 7 years of implementation, which is still needed to comply with the objectives of the law and taking into account among other points: (i) the sustainability of the policy; and (ii) the necessary integration, in accordance with the competences of institutions that are part of the SNARIV, in the face of attention, assistance and repair, in order to be able to clearly verify the progress in the reestablishment of the rights of the population and generate its conditions of stability.

8.3 Strengthening of the Policy

Additionally, and with the purpose of adapting and strengthening the victim policy, adjustments must be made to the legal framework of this policy contained in law 1448/11 and its regulatory decrees, mainly in matters related to returns, individual and collective repair, psycho-social care, participation, non-repetition guarantees and integration between the SNARIV and the SVJRGNR.

9. Follow-up Instrument

To the extent that the planning and management instruments integrate, communication between the various follow-up and monitoring systems for the implementation will be more simple and coordinated.

Therefore, there will then be a transit towards a fluid communication with the different systems so that they are complementary and consolidate the information of the Government, which will provide the necessary inputs to the actors. These instruments will be guaranteed by being robust, reliable and verifiable reports.

For this, the National Planning Department (DNP) will be the one in charge of managing the Information System for the Post-Conflict (SIIPO). Thus, the Colombia in Peace Fund –FCP and the International Organization for Migration –IOM will be in charge of delivering said System.

It is then important that the following characteristics are met:

- (i) The System must follow-up on the goals that the State and the National Government must meet within the framework of the implementation and on such macro goals that allow its development.
- (ii) The inter-sector integration and between the Nation, departments and municipalities, must be reflected in the System, to the extent that it will be the one to contain all the information. In this way, the alignment between

municipal POTs, the National Development Plan –PND and other planning instruments created within the framework of the implementation must be reflected.

(iii) The System must have as specific criteria: (a). Territorial focalization (b). Single long-term planning instrument– departments and municipalities must be included in this planning. (c). The System must generate alerts that determine and show when commitments are not fulfilled, when there are integration problems between the implementation actors and in the comprehensive planning.

10. Community Radio Use

In order to make pedagogy of the change in the countryside by the policies of President Duque and to make known the progress made in the implementation and stabilization, a participatory space will be opened in FM radio stations of community, public interest and class “C” nature.

11. Legislation and Regulatory Developments

The normative and regulatory framework that will be incentivized will be oriented in two ways. The first, in the implementation, and the second way will develop the regulatory instruments that allow effectively taking stabilization actions in the territories.

11.1 Laws

Modification of the Organic Law of the National Development Plan. (Law 152) It is necessary to propose the modification of the Organic Law of the National Development Plan in order to achieve the integration of the planning instruments that have arisen as a result of the signing (PMI, PDET, National Sector Plans), and these with the planning systems of the territories.

Agrarian Jurisdiction. With the results of the study mission that will be carried out, said Jurisdiction must have a complete territorial coverage with an emphasis on the prioritized zones. The mechanisms that comprise it must ensure that the right to access justice is protective, respectful of the rule of law and private property, agile and timely, taking into account the population that will access this jurisdiction and a gender approach. Fighting must be prevented and it is also necessary to equitably protect owners in good faith. The illicit goods of the Farc will be used to repair the victims.

Forest Reserve Zones. An Environmental Zoning Plan (*Plan de Zonificación Ambiental*) that delimits the agricultural boundary and makes it possible to update and, if necessary, expand the inventory, and characterize the use of the areas that must have an environmental management, within which the Forest Reserve Zones are located, without having doubt that they must not continue to be used for illicit crops.

Public Land Adjustment Service. The National Government must create land adaptation and land recovery plans where necessary, addressed to the beneficiaries of the Land Fund (*Fondo de Tierras*). This service must be in accordance with the principles of good living, goods and integrity.

Law on Differential Criminal Treatment for Small Producers. In coordination with policies of security and fight against illicit crops, the necessary regulatory adjustments that allow to temporarily and exceptionally renounce the exercise of criminal action or to proceed with the termination of the criminal sanction against small farmers linked to crops of illicit use within the foreseen temporary limits will be processed, provided that the conditions that are legally stipulated are met and that there is no relapse to illegal conducts.

Bill of Law on Properties, Attraction and Management Jurisdiction and Transfer of Property of the FARC-EP. Working articulately with bodies of the Jurisdictional branch of public power, it is necessary to evaluate if it is

necessary to implement a regulatory framework so that properties can be used for the reparation of victims, establish the conditions and guidelines of the attraction jurisdiction, and develop a system of management and transfer of property of the FARC-EP, within the framework of the Integrated System of Truth, Justice, Repair and Non-Repetition.

11.2 Administrative Acts

Financing of the Land Fund. How the following programs will be financed will be studied: Special subsidy for purchase, special credit for purchase, other programs that allow access to State lands, also through the allocation of use rights, in particular for small and medium-sized producers in individual or associative solidarity.

Subsidy of the Comprehensive Land System. The implementation of a regulatory framework to grant subsidies with the participation of local communities will be studied, through a procedure within which requirements and objective criteria are included. In development of the "other types of promotion of access to land," land access of ethnic groups that were affected by violence will be developed.

Environmental Zoning Plan. As already explained, a decree will be issued to delimit and update the agricultural boundary and, if necessary, expand the inventory and characterize the use of areas that must have a special environmental management.

Comprehensive Security Program. The National Government will evaluate if it is still necessary to promote regulations or if the existing one regarding the Comprehensive Protection Program (*Programa de Protección Integral*) and the Strategic Security and Protection Plan (*Plan estratégico de seguridad y protección*) is already enough.

Management of the Advisory Commission on Human Rights Issues. The creation of an Advisory Commission that prevents and protects Human Rights of the people will be evaluated. Currently, this initiative is in a consulting process with significant social groups, generating inputs to issue the decree.

Rural Multipurpose Cadastre. The National Government will implement a General System of Cadastral, Integral and Multipurpose Information (*Sistema General de Información Catastral, Integral y Multipropósito*) based on the existing institutional framework.

12. Financial and Budget Aspects

12.1 Initiatives for the PGN

With the objective of guaranteeing targeted public interventions, a budgetary marking will be created for projects that meet verifiable requirements of the stabilization policy. This marking will be materialized at the level of detail in the budget liquidation decree that will be made at the end of 2018.

12.2 Operation of the Colombia in Peace Fund

12.2.1 Coordination

The object and scope of the three funds that currently have similar purposes and goals will be reviewed to rationalize the destination of the application of resources. The Colombia in Peace Fund must coordinate in the most appropriate manner to each case, all sources of resources and their complements, such as cooperating funds, international aid, private participation and other resources.

Likewise, it must support the strategic selection of projects, through the strengthening of planning with the different state actors involved, delimiting the instructions to the trustee for the implementation of these definitions, control in their execution and development and planning of the need for flow of resources.

The follow-up and use of the control panel must be monitored with the DNP technical group. This monitoring should include the agreements (projects) in execution, in order to verify the progress and fulfillment of the established stages, allowing validating the need of the assigned resources and facilitating their rapid reassignment and making new projects viable. A permanent relationship will be established with the peace group of the DNP that will work with the coordinated guidelines of the Presidential Office for Stabilization and Consolidation.

12.2.2. Financial Information Unit

Construction of risk matrices and impact indicators by type of projects that allow mitigating, improving the scope and controlling the projects without execution, effectively achieving the adjustment in the remaining, giving feedback to the different actors and different agencies on the improvements to be implemented, training them in good practices and establishing actions for continuous improvement.

12.3 Model Project – DNP Standard Projects

The Presidential Office for Stabilization and Consolidation will assume the secretariat of OCAD PAZ to ensure that most resources are channeled to 170 PDET municipalities and compliance with the Roadmap. The conditions under which other municipalities also affected may be recipients of these investments will be established.

We will try for the projects of Works for Taxes to be developed mainly on standard projects, methodologically developed by DNP, in order to maintain the structuring technical unit.

12.4 Support to Structuring Agencies

Besides considering necessary that the leadership of OCADPAZ is headed by Presidential Office for Stabilization and Consolidation, one way considered possible to move forward in a more efficient way towards the structuring of projects closely related to the stabilization, is preparing global projects addressing the needs, identifying PDETs, structuring projects presented by the agencies of the national level and using the model projects of the National Planning Department, DNP.

12.5 International Support

Given the generosity and sustained support by the international community, now we require a greater coordination and focalization of the resources from the international cooperation by the Government and the Presidential Office for Stabilization and Consolidation, primarily addressed to projects allowing the stabilization, in order to ensure productive projects in the 170 municipalities and in PDET zones, Programs to support families related to the PNIS.

13 A Final Reflection

The President believes in the future. The President knows that the future belongs to everyone. The implementation of the policy currently adopted for Colombians is one of the pillars to build Peace with legality, whose future will belong to everyone.

Thus, with faith in Colombia we will work for the rights of the victims, supporting those who abide by legality and do not relapse. Also, achieve the final disappearance of the conditions causing violence to be recycled over and over again in the zones affected the most.

The victims must have a President committed to the search of their repair, to the need to heal wounds caused by violence, for them to know the truth about their tragedy, so that, from there, they may have a life with the definitive tranquility they deserve.

Those who remain in legality may trust that the President honors the word of the State, to support them in their decision to return to civil life and become good persons for themselves, their families and society.

Likewise, the country can be sure that the Government does not accept, under any circumstance, that after a peace process, those who adopted it decide to return to criminal activities. Who do so and betray their peace process, those who relapse in the ways of crime, do not have any excuse and will be subject to the full force of the law. All legal instruments provided by the legal order will be used against them.

Finally the country must know that their President has assumed the responsibility to commence the process of stabilization for the zones affected the most by violence, to ensure long term relief that finally reaches those territories and their people close the gaps, have the opportunities they deserve and the lives we want for them, not only for them, but for all Colombia.