

# Peace and sustainable development in Colombia



THE ROLE OF  
PHILANTHROPY  
IN BUILDING A  
SHARED FUTURE



**PEACE AND SUSTAINABLE** DEVELOPMENT IN COLOMBIA



The role of philanthropy in building a shared future

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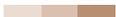
### List of Abbreviations:

**AFE:** Association of Corporate and Family Foundations

**CSO:** Civil Society Organizations

**FARC:** The Revolutionary Armed Forces of Colombia

**SDGs:** Sustainable Development Goals



# Introduction

Despite an internal armed conflict lasting for more than half a century, Colombia's democracy has remained stable and its economy has proved resilient. Colombia had made significant progress towards the 2015 development agenda, as defined by the Millennium Development Goals, including a decline in poverty rates. The country has shown social, political and economic resilience in the midst of a complex armed confrontation, of which the root causes have remained largely unresolved.

Colombia has allocated significant resources to fight armed rebel groups<sup>1</sup>, and communities living in rural areas have suffered most as a result of the conflict. The causes and consequences of Colombia's conflict have created a vicious cycle – economic inequality, weak institutional capacity, and the presence of illegal economies, which are all factors that have fueled the conflict. At the same time, Colombia's conflict has exacerbated inequality, weakened state presence, and fueled the growth of illegal economies, including drug trafficking in many areas of the country. As a result, the conflict has kept Colombia from consolidating a truly decentralized democracy, and most importantly, from reaching its true economic and human potential.

In 2012, the government began peace negotiations with the FARC - Colombia's oldest and largest rebel group. The talks sought to bring an end to the armed conflict, address its root causes, and create new ways to resolve disputes through political debate and citizen participation. Colombians have mixed feelings about the peace accord. The first peace deal was rejected by Colombians in a public referendum on October 2, 2016. A revised deal was later approved by Colombia's congress and the Constitutional Court.

While the peace deal with the FARC is a remarkable milestone, it is still not clear to what extent Colombians are ready to effectively transition from

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1. FARC – the Revolutionary Armed Forces of Colombia. (FARC) and the National Liberation Army (ELN).

**“Building  
peace is an  
opportunity to  
remove barriers  
that have kept  
vulnerable  
communities  
from accessing  
opportunities  
in their own  
country”** Pablo  
Obregon, AFE  
Chairman

peacemaking (successfully ending the negotiation agenda) to peace *building*, which involves implementing the accord and creating the necessary conditions to allow sustainable peace over the long term. The fact is that the peace accord does not guarantee peace. The end of the conflict creates favorable conditions for a collective process of peace building and reconciliation. This will require creativity, long-term thinking, and all sectors of society working together. While the peace process continues to be led by the government, collective action among society will be paramount in order to reap the benefits of peace. Without violence, more sectors of society will be able to take part in creating a fairer and more equal Colombia. As Pablo Obregón, chairman of AFE, says, “building peace is an opportunity to remove barriers that have kept vulnerable communities from accessing opportunities in their own country.”

This report argues that the contribution of philanthropy will be key to achieving sustainable peace due to its three defining features: i) its ability to create and focus on long term agendas ii) its ability to bring together various stakeholders around a common aim iii) its willingness to take risks and test new approaches to tackle persisting social challenges. This will be particularly crucial in the short term, namely the current period following the signing of the peace accord, which is likely to bring uncertainty as society adjusts to a new institutional landscape. A long-term vision and willingness to take risks are often elusive to governments and businesses due to their fiduciary duties and or short term execution cycles. Philanthropy can become a key player in the transition towards peace building, and in creating the conditions needed for sustainable peace by acting as a catalyst for innovation and collective action towards peace.

This report provides concrete recommendations and ways local and international philanthropic organizations can support Colombia’s transition towards peace. The report is divided into three main sections. The first discusses local and global development agendas, focusing on how these were included in the peace accord and how the SDGs link with peace building efforts in Colombia .

The second chapter describes the immediate challenges in implementing peace accord and the issue of reconciliation among communities affected by the conflict.

The last chapter provides conclusions and examines the next steps society as whole must take to seize the momentum as a result of the historic milestone reached in Colombia.

The organizations that supported and participated in this report firmly believe in the crucial contribution that philanthropy can, and will, have towards peace building efforts in Colombia. We hope that this report serves as a catalyst for new thinking and dialogue between key stakeholders and shed light on the challenges and opportunities stemming from Colombia’s historic peace accord.



# 1. Setting the context: Peace in Colombia and the Global Sustainable Development Agenda

## 1.1 *Peace and the Global Sustainable Development Agenda (SDG)*

Following the 2000-2015 Millennium Development Goals (MDGs) that guided global development, a new development agenda was adopted under the holistic concept of “sustainable development.” This consists of 17 Sustainable Development Goals (SDGs), related to social justice and environmental sustainability, and how different actors can work together and achieve common goals by 2030.

Perhaps the most significant difference between the MDG and SDG agendas is the universality of the latter. The SDG framework views the 17 goals as interrelated, which is key to achieving an integral concept of sustainable development. In this sense, by including SGD#16 - that aims to achieve peaceful societies - the SDGs underscore a critical two-way relationship. Namely that peace is a prerequisite in order to achieve sustainable development, while progress on other SDGs must be achieved for peace to be sustainable.

SDG#16 recognizes that peace, stability, the rule of law and effective governance are all crucial for development efforts at the local, regional and global level. The goal consists of 12 targets that underscore an integral concept vision of peace – one that goes beyond the absence of violence to one that describes some key conditions for social conflict to be managed in non-violent ways. The following describes SDG#16 and its targets:

### **GOAL 16: PEACE, JUSTICE AND STRONG INSTITUTIONS**

- 16.1: Significantly reduce all forms of violence and related death rates worldwide.
- 16.2: End abuse, exploitation, human trafficking and all forms of violence and torture against children.
- 16.3: Promote the rule of law at the national and international level and ensure equal access to justice for all.

- 16.4: Reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime.
- 16.5: Substantially reduce corruption and bribery in all their forms.
- 16.6: Develop effective, accountable and transparent institutions at all levels.
- 16.7: Ensure responsive, inclusive, participatory and representative decision-making at all levels.
- 16.8: Broaden and strengthen the participation of developing countries in the institutions of global governance.
- 16.9: By 2030, provide legal identity for all, including birth registration.
- 16.10: Ensure public access to information and protect fundamental freedoms in accordance with national legislation and international agreements.
- Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime
- Promote and enforce non-discriminatory laws and policies for sustainable development

According to Tom Wheeler, a conflict and security adviser at the international think-tank Saferworld, “making peace part of a larger development agenda allows for greater bottom-up action emerging from communities, which complements state-led efforts aimed at combatting violence and ensuring security. It puts peace in the hands of a larger collective.”

## **1.2 Peace and Colombia's development agenda**

The SDGs coincide with Colombia's efforts to achieve peace, which is a central pillar in the country's development agenda. Its National Development Plan (2014-2018) has three key pillars - Peace, Equality and Education - and consists of six crosscutting strategies as shown below:

Like the SDGs, Colombia's Development Plan emphasizes that peace must be supported with the necessary conditions to ensure equitable development, social mobility, good governance, and the sustainable use of economic and environmental resources. Furthermore, the Plan calls for decentralization and for local institutions to be empowered and it emphasizes that peace and development outcomes must be planned and carried out at the local level, focusing on those regions hardest hit by the conflict

THE CRITICAL TWO-WAY RELATIONSHIP BETWEEN PEACE AND DEVELOPMENT IS SEEN IN BOTH IN THE COLOMBIAN AND GLOBAL DEVELOPMENT AGENDAS

**Global agenda:** The relationship between peace and development is explicitly through the inclusion of SDG#16, which promotes peaceful societies, good governance and sound institutions

Targets of the global agenda include the reduction of violence in all its forms, as well as conditions for the sustainability of peace



**Local agenda:** Peace is explicitly included as one of the pillars of Colombia's National Development Plan

A sustainable peace is the main objective of the agreement between government and FARC rebel group

**1.3 A critical milestone for Colombia: Peace negotiations between the government and FARC**

Fighting between government security forces and the FARC is just one of many conflicts that have defined Colombia's conflict. There is still ongoing fighting with other rebel groups, such as the ELN<sup>2</sup>, and drug-running criminal groups. However, the importance of the peace accord with the FARC cannot be overlooked or underestimated as it tackles the root causes of Colombia's conflict - economic inequality, unequal land distribution, a lack of land reform, weak institutional capacity, and drug trafficking. The following section shows how these issues were addressed in the peace accord and how they relate to the greater goal of achieving sustainable development in Colombia.

**The human toll of 54-years of conflict:**

**220,000** people have been killed (including rebel combatants, state security forces and civilians)

**25,000** people have been forcibly disappeared.

**30,000** people have been kidnapped .

**10,189 people have been victims of landmines.**

More than **6 million Colombians have been internally displaced**

**Peace Agreements: Reaching a negotiated end to the armed conflict**

Since 1982, successive governments have explored ways to bring an end to the conflict with the FARC. But negotiations always failed because of the FARC's unwillingness to surrender their weapons and to renounce their armed struggle. However, other guerrilla groups did demobilize from 1982-2002, including the Quintin Lame (indigenous guerrillas), M-19 (Bolivarian guerrillas), EPL (Maoist guerrillas) and other minor guerrilla groups. The last failed peace talks with the

2. The Government and the ELN -National Liberation Army- announced their aim to begin the peace negotiations. The talks, which were supposed to take place in Quito, Ecuador, are on the condition that the ELN will release kidnapped civilians held in their captivity.

FARC took place during the government of Andrés Pastrana (1998-2002). The peace talks failed because both sides continued their military operations during which the FARC kidnapped three U.S.-contractors. The talks ended when the FARC diverted a plane they used to kidnap former congressman Jorge Gechem.

The conflict saw a turning point during the following government of President Alvaro Uribe (2002-2010). During these eight years, the FARC was weakened in military terms and the presence of state security forces increased across much of Colombia.

### **Juan Manuel Santos and successful peace negotiations**

President Juan Manuel Santos took office in 2010. He set out to design an agenda for peace negotiations that sought to address the root causes of Colombia's conflict as summarized below:

#### **THE PEACE NEGOTIATION AGENDA CONSISTED ON SIX KEY COMPONENTS**

1. **Comprehensive reform of the country's agrarian economy**  
Refers to the implementation of reforms that facilitate access to land, technical assistance and resources for viable and inclusive rural development.
2. **Political Participation**  
Refers to the conditions under which Colombia's political landscape will expand.
3. **Conditions for the termination of armed conflict**  
Describes the conditions under which ceasefire between state armed forces and the FARC should take place, as well as surrender of weapons.
4. **Solutions for the issue of illicit drugs trafficking**  
Describes mechanisms through which the business of illegal drug trafficking will be fought and dismantled in Colombia
5. **Victims and transitional justice**  
Refers to the mechanisms of transitional justice to end conflict, reparation for victims and guarantees of non-repetition.
6. **Implementation, and verification of agreements**  
Describes the conditions and the timetable under which agreements will be put into action

According to the government's High Peace Commissioner, Sergio Jaramillo, in his report "Territorial Peace," the concept of peace in Colombia is strongly linked to land and victims' rights. This means that the peace process must guarantee the rights of all victims by implementing measures to protect them and ensure their right to non-repetition.

Alvaro Gonzalez Uribe<sup>3</sup>, a well-known Colombian journalist, emphasizes that "territorial peace" is about recognizing that the conflict is present in Colombia's provinces, especially in the country's most isolated areas. Uribe argues that it is a mistake to see the peace process from a centralist perspective, as such a view has been one of the root causes of the conflict.

3. [http://elmundo.com/portal/opinion/columnistas/que\\_es\\_la\\_paz\\_territorial.php#.WLn-2TuGPIU](http://elmundo.com/portal/opinion/columnistas/que_es_la_paz_territorial.php#.WLn-2TuGPIU)



While the first peace accord was rejected by voters in a referendum, the Colombian government and the FARC remained committed to reaching a new peace deal, backed by the government's decision to extend its ceasefire. However, the peace talks needed the input of new actors. In response, President Santos invited all those sectors who had opposed the peace deal to take part in a dialogue and include their recommendations in the new negotiations with the FARC. In November 2016, government peace negotiators travelled to Havana to discuss more than 500 recommendations with the FARC. On November 12 2016, both sides announced they had reached a new accord incorporating several recommendations, which was signed in Bogotá on November 24. The Santos government sought to gain legitimacy in order to implement the peace deal by passing the accord through congress instead of holding another public referendum. A "fast track" mechanism to endorse the accord was passed by Colombia's Constitutional Court - by five votes to one - on December 13 2016. This meant the accord's implementation would be effective immediately.

Key changes in the new peace agreement:

- The new agreement specifies areas known as "Zonas Veredales", which are demobilization areas where FARC combatants will stay and hand in their weapons.
- Financial resources and weapons - the FARC made a commitment to disclose a full inventory of their land, property and assets, which will be used to provide reparations to victims of the conflict.
- Transitional justice - there will be a special peace jurisdiction and tribunal. Foreign judges will not be part of tribunals but they will play an advisory role.
- The issue of property was one of the most widely discussed points in the peace accord. It states that only existing expropriation mechanisms already under law will be applied. This means no new mechanisms or laws for expropriating property and land will be introduced, which was a key concern among many landowners.
- The new accord will not be incorporated into the Colombian constitutional bloc<sup>4</sup>. Only the Special Peace Jurisdiction will be included in the Constitution.
- The special peace jurisdiction will serve a 10-year term. However, there will be a 2-year limit during which investigations can start.

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4. The Constitutional Bloc refers to the set of rules and laws that are not formally included in the Constitution but are integrated into Colombia's constitutional law

Strong judicial guarantees will be provided to members of state security forces to ensure they will not face prosecution for events that took place during their fight against the FARC.

The new accord sets out a commitment among those involved in drug trafficking to collaborate and to provide information to identify those responsible.

## **1.4 Opportunities for success: Implementing the peace deal**

### **Demobilization areas:**

The demobilization of FARC combatants started in late December 2016, with combatants moving into 19 so-called 'Normalization Areas' and seven 'Transition Zones'. These areas, monitored by the United Nations, are divided in three parts: a security area, a transition zone and several campsites. The areas are temporary (maximum 180 days), where combatants will stay until they surrender all their weapons. In the transition zones, FARC combatants can study and receive job skills training. So far, 7,050 combatants have moved to these areas, and it is expected that the FARC will surrender all their weapons by June.

### **The FARC's participation in politics**

Colombia's congress has approved laws that would allow demobilized FARC members to form and become a legal political party. This includes economic benefits and access to the local media.

### **Implementing the peace deal - key challenges**

Colombia's High peace commissioner, Sergio Jaramillo, has identified the following main challenges involved in implementing the peace accord:

1. The next government to take power following the 2018 presidential elections may not support the peace process.
  1. Overcoming political interests that seek to maintain and expand power tend to overshadow peace interests.
  2. Implementing the points of the accord that address rural programs and how to integrate Colombia's provinces with the rest of the country will bring particular challenges.
  3. How to ensure access to truth, justice and reparations can become a reality on the ground is another key challenge both society at large and the FARC will have to confront and take ownership of them. If this doesn't take place, it will be very difficult to forge trust in Colombia's conflict-affected provinces and build peace.
  4. How to forge co-existence.

The following are the main government entities tasked with supporting the implementation of the peace deal and overall peace building efforts:



- a. The High Council for Post-Conflict, Human Rights and Security: It helps create networks with other entities, civil society, and local authorities as they implement the peace accord.
- b. The High Commissioner for Peace: He is in charge of advising the President on how to structure and develop policies aimed at peace building efforts, the signing of the accord, and ensuring various sectors of society participate in the peace processes.
- c. Unit for the Attention and Comprehensive Reparation of Victims: seeks to bring the State as a whole closer to victims of the conflict by coordinating programs that promote the effective participation of victims in their reparation process<sup>5</sup>.
- d. Agency for Territorial Renewal: coordinates programs in conflict-affected regions and ones that have been prioritized by the government. It aims to promote social, economic and institutional strengthening so these regions are integrated into the country's development in a sustainable way.
- e. The Colombian Agency for Reintegration: Working with other public and private entities, it is responsible for coordinating and leading the reintegration of people who have demobilized from illegal armed groups.
- f. The Land Restitution Unit: its main role is to help the government carry out land restitution, as stated by law, to those Colombians who have lost their land and or have been forced off their lands.
- g. The National Land Agency: the government's lead entity on land issues.
- h. The Rural Development Agency: promotes and funds agricultural and rural development aimed at transforming the countryside in conflict-affected areas.
- i. Integral Action against Antipersonnel Mines: it is responsible for integrating all government efforts and policy on landmine clearance and care provided to landmine victims.
- j. The Presidential Agency for International Cooperation: this is tasked with coordinating funding and aid the government received from the international community and government aid agencies. It channels these funds by prioritizing needs faced in conflict-affected regions in three main areas - peace building, sustainable rural development and environmental sustainability.

### **1.5 Colombia's peace process and the Sustainable Development Agenda**

5. <http://www.unidadvictimas.gov.co/es/rese%C3%B1a-de-la-unidad/126>

According to research by Colombia's National Planning Department (DNP), the peace deal is closely aligned with the SDGs.

**THE AGENDA FOR COLOMBIA'S PEACE NEGOTIATION ENCOMPASSED SEVERAL SDGS IN ADDITION TO GOAL 17 THAT EXPLICITLY REFERS TO PEACE**



Colombia's peace accord particularly relates to SDG#16. In fact, targets within SDG #16 show that peace is understood as more than just an end to violence. Peace building goes beyond SDG#16 - promoting peaceful and inclusive societies - and includes other development goals. In effect, peace also entails strengthening democratic mechanisms to address social conflicts. In other words, the reduction of violence (target #1) should be supported by mechanisms that expand citizen participation in how local development agendas are shaped and monitored. (see diagram below).

**MOST OF THE TARGETS WITHIN SDG 16 WERE ADDRESSED AS PART OF THE PEACE NEGOTIATION PROCESS**

<b>16.1:</b> ✓	Significantly reduce all forms of violence and related deaths everywhere <i>Fully included:</i> The target is essential to the peace negotiations, it is explicitly addressed in components that refer to the termination of conflict, and conditions for the abandonment of weapons on behalf of FARC.
<b>16.2:</b> ✓	End abuse, exploitation, trafficking and all forms of violence against and torture against children <i>Fully included:</i> Negotiations explicitly include sections that address the participation of children in the armed conflict. The component that deals with the termination of conflict includes agreements on this issue
<b>16.3</b> ✓	Promote the rule of law at the national and international levels and ensure equal access to justice for all <i>Fully included:</i> The components of transitional justice stresses the creation of systems to bring justice and the rule of law to remote territories of Colombia.

16.4 ✓	By 2030, significantly reduce illicit financial arms flows, strengthen the recovery and return of stolen assets and combat all of forms of organized crime <b>Fully included:</b> the “illicit drug” component includes mechanisms to combat illegal flow of resources. Fight against organized crime is also included in the component that describes termination of conflict
16.5 ?	Substantially reduce corruption and bribery in all their forms <b>Not directly included:</b> None of the components are explicit in addressing bribery and corruption. The final version of agreements on political participation may include reference to this.
16.6 ?	Develop effective, accountable and transparent institutions at all levels <b>Not directly included:</b> None of the components are explicit in addressing effective institutions. Those that are mentioned are bound to specific issue areas, like agriculture and transitional justice.
16.7 ✓	Ensure responsive, inclusive, participatory and representative decision-making at all levels <b>Fully included:</b> The agreements are explicit in promoting participatory approaches to regional planning, and broader means for political participation of minority groups.
16.8 ?	Broaden and strengthen the participation of developing countries in the institutions of global governance <b>Not explicitly included:</b> The target has an international focus. However, a parallel can be drawn between it and one of the goals of the peace agreements: strengthen the participation of previously excluded groups and sub-regions in the country’s governance bodies,
16.9 ?	By 2030, provide legal identity for all, including birth registrations <b>Not explicitly included:</b> Issues related to personal identification are not part of the peace negotiations.
16.10 ?	Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence <b>Not explicitly included:</b> The peace agreement is not explicit in terms of access to information. However, this is a key priority in Colombia’s national development plan.
16.11 ✓	Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries to prevent violence. <b>Fully included:</b> The peace agreement and the reforms included in the national development plan include the creation of several agencies and bodies, to strengthen local peace building process.
16.12 ✓	Promote and enforce non-discriminatory laws and policies for sustainable development <b>Fully included:</b> The agreement is explicit in terms of protecting the rights of Colombia’s minority groups.
16.13 ✓	Develop effective, accountable and transparent institutions at all levels <b>Fully included:</b> It is an overarching goal of the peace negotiations.

### 1.6 Peace building and the SDGs

Philanthropic organizations and the international aid community must use the SDGs as a development model during the coming years. This is why they must work together with all actors involved in working towards the SDGs by 2030. The SDGs are mechanisms that can promote sustainable social, economic and political change, especially in difficult environments. It is essential for civil society groups, philanthropic foundations and grassroots organization to coordinate and plan their work in line with SDG#16 because it means the SDG framework can be brought to areas of Colombia historically affected by the conflict. As such, it is hoped local communities can forge a common understanding of what peace actually means in practice through SDG #16. Moreover, it is hoped that by

learning about the SDGs, this will create an awareness about other SDG crosscutting goals, including gender equality, income generation, sanitation, education, and zero hunger. These goals are key to understanding that peace is a broad concept that must go hand-in-hand with ensuring minimum standards of living.

It is crucial to understand that the SDGs depend on how various actors engage in different regions of the country and in local communities, as well as an awareness about unique local contexts. In addition, peace building is an opportunity to create networks of partnerships among various development actors, especially those centered on SDG #16. Also, sharing knowledge with others working in post-conflict nations (such as Sierra Leone, Uganda, Northern Ireland) that use the SDGs as a common language, is also a chance to identify shared challenges and exchange ideas.

Felipe Castro, director of the SDG High Level Commission and head of Policy Monitoring and Evaluation at Colombia's National Planning Department (DNP), that coordinates government efforts towards effectively achieving the SDGs, notes that SDG #16 refers explicitly to peace. But, Castro says, "we don't see it as the driver of Colombia's peace building and development agenda. Sustainable peace will depend on achieving several interrelated goals, which have to do with the wellbeing of our communities. These are included in various parts of the SDG framework and not just in the targets that define Goal #16."

## STRENGTHENING THE PILLARS OF PEACE

### Defining Peace building

The World Bank organizes its peace building programs around three main themes - gender-based violence, youth empowerment and employment, and community-led development. Programs are focused on sustainable development through training, income generation opportunities and strengthening the local economy. Peace building efforts promoted by the World Bank are multi-sectorial and multi-level, meaning a large number of actors must work together in order to fulfill the main aim of peace – that is of building sustainable peace.

According to Dan Smith (2004), peace building is also multi-dimensional, comprising of four elements as part of a so-called "peace building palette," which must exist in every peace building process. These are:

- a. A security component: disarmament, demobilization, landmine clearance, and reintegrating former combatants.
- b. A political framework: promoting democracy in politics, greater access to the local media, fostering a culture of democracy and good governance by focusing on accountability and institutional strengthening.

- c. Socio-economic foundations: public works and re-building infrastructure, including economic health and education infrastructure, the return of refugees and internally displaced people.
- d. Reconciliation and justice: dialogue between leaders of rival groups and those with different ideologies, dialogue at the grassroots level, truth and reconciliation commissions, trauma therapy and healing.

It is clear that philanthropic organizations can play a role in each of the above parts of the peace building palette due to their structure and because they implement projects at the community level. For example, philanthropic organizations can help with reintegrating ex-combatants into society. Corporate foundations can provide training programs for ex-combatants to support their inclusion into the formal economy and provide job opportunities. This can also include entrepreneurship programs for ex-combatants and initiatives that allow them to access loans or microcredits. All this can contribute to achieving SDG#8 and SDG#10 that address former combatants. Also, it is important to help local communities prepare for the arrival of former combatants into their communities and promote a tolerant environment, and as such prevent conflicts between communities and ex-combatants.

How to reintegrate former child combatants into Colombia's national education system, as outlined in SDG #4, is a sensitive issue. There are ongoing programs run by Colombian foundations, such as the Carvajal Foundation, which aim to provide education to children who have missed out on school or who are behind in their schooling. There are also initiatives to prevent school desertion, such as the Dividendo por Colombia program. This can have a significant impact not only in bringing former child combatants into schools but also in providing quality education and ensuring they remain at school until they graduate.

Philanthropic organizations can also help to promote a culture of democracy, support institutional strengthening, and provide civil society organizations with technical support. This can be done by using their experience gained in other countries that have undergone conflict. Philanthropic organizations can also help to monitor peace processes and or support grassroots organizations to do so. For example, Colombia's Corona Foundation through its "Como Vamos" accountability program supports communities to monitor peace-building projects.

Finally, reconciliation and justice must be seen as the backbone of any peace building process and these are areas philanthropic foundations can play an important role. To do this, they must act in a non-partisan and neutral way. This is discussed in more detail below.

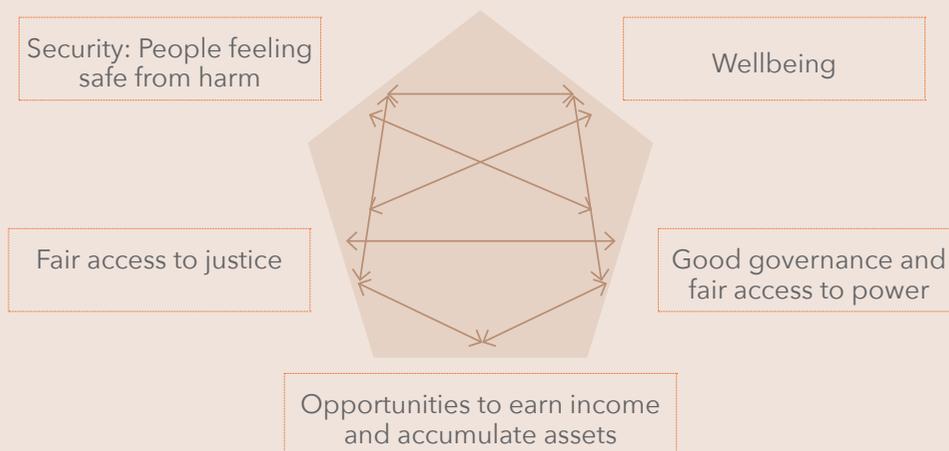
### International Alert's "Peace Factors"

International Alert, a U.K.-based peace building organization, in its reports - *Programming Framework* and *Peace through Prosperity*<sup>6</sup>- defines peace not as an abstract idea but as a set of healthy relationships between people and institutions. In *Programming Framework* (2010), International Alert gives the following definition of peace: "Peace is when people are anticipating and managing conflicts without violence, engaging in inclusive social change processes that improve the quality of life. They are doing so without compromising the possibility of continuing to do so in the future, or the possibility of others to do so. This is the idea of interdependent, positive peace."

Furthermore, peace is "...underpinned by functional relationships between people, groups and countries, mediated by institutions and by the presence of five interwoven 'peace factors' in any given context: good governance and fair access to power; fair access to opportunities to earn income and accumulate assets; fair access to justice; people feeling safe from harm; and wellbeing."

Peace *building* is defined as "the art of promoting progress towards these factors, each of which, because they are interwoven, can enhance or reduce the others." The following diagram summarizes these Peace Factors:

#### INTERNATIONAL ALERT'S "PEACE FACTORS"



### 1.7 Conclusion: From peacemaking to peace building

Four main conclusions can be drawn from this chapter:

- Peace is defined as the absence of violence as a means with which to resolve conflict. However, preventing violence is not enough, and different conditions for development are necessary in order for peace to be sustain-

6. International Alert (2015): *Peace through Prosperity*



able over the long term. In terms of the SDGs, goal #16 describes peace but it is insufficient to describe the factors that build and sustain peace over time.

- The SDGs are crucial to building sustainable peace and can be referred to as the “pillars of peace.” These pillars include education, good governance and wellbeing, and these are all areas philanthropic foundations and civil society organizations in Colombia are already working on.
- While the traditional work of foundations can be broadly defined as peace building, this needs to be seen in the current context facing Colombia today. The country faces a historic opportunity to overcome the conflict and lay the foundations for collective peace building. This requires a more nuanced understanding of the current challenges facing Colombia.
- Philanthropy has a role in each of the four components of the peace building palette as outlined above.

## 2. The challenges of building peace: Identifying the contribution of philanthropy

### 2.1 The Power of Philanthropy

Philanthropy is regarded as a mechanism that transmits knowledge, hope, hard work and development, and it is about successfully contributing to the development of human kind. Over the years, we have seen how philanthropic actors have strengthened their work through new technology and innovative ways of measuring impact, allowing them to reach more people and to deliver on their objectives in a more efficient and productive way. A boom in partnerships in the philanthropic sector has allowed social investors in the world to connect and work with each other, allowing for innovative ideas to be replicated in different parts of the world. Philanthropic actors do not fear change but rather they embrace it. New initiatives, such as venture philanthropy, microcredits, and social impact bonds, all show how philanthropy is adapting to the greater importance financial tools and systems have acquired, and how such tools can be used for the common good of society and its needs.

Philanthropy must rethink itself based on its ability and power to provide a voice for those regions and communities who are under-represented in Colombia. Philanthropic organizations cannot act on their own and they need to know what local communities expect of them and their overall expectations of the peace process.

Philanthropy is powerful because it remains pivotal for development worldwide. Yet a key challenge facing philanthropic organizations is that they must fill the gaps once international cooperation and aid ends. As, and when, Colombia improves its levels of development, international funding will in turn decrease. As such, philanthropy will take on a more important role in the development sector and Colombia's peace building effort in general. Philanthropic actors currently operating in Colombia must encourage new actors to engage in conflict-affected areas through partnerships that strengthen the impact of projects taking place on the ground or replicating them in other areas of the country.

Philanthropy, above all, is a commitment towards a better world that believes all human beings are entitled to have equal access to education, healthcare, nu-



trition, clean water, peace, employment opportunities, safe communities, decent housing and a sustainable environment.

## **2.2 How philanthropy can contribute to the current landscape in Colombia**

Colombia is a deeply unequal country. As such, the country needs philanthropic organizations and actors to bring their skills and expertise to help conflict-affected regions. These areas are under-developed when compared with others regions of Colombia, and they are in dire need of social investment for progress in the country's rural areas take place. In effect, ensuring that Colombia's peace deal is a reality on the ground will require society to work and come together, and a willingness to innovate and rethink the way that different actors and sectors interact and cooperate with each other in order to create meaningful impact in Colombia's former conflict areas.

The challenge of peace building must be addressed following the framework as set out in the SDGs, which relies heavily on creating new partnerships. As philanthropy is an actor that has no other interest other than to benefit society, it can help to bring together actors from the private and public sectors, along with international agencies and civil society groups, to create ways to achieve the SDGs and address the challenges peace building brings.

The challenges Colombia's peace accord poses have been analyzed by numerous studies. For example, the National Business Association of Colombia (ANDI) and Proantioquia, a foundation that brings together private sector leaders in Colombia's province of Antioquia, issued a joint statement supporting the peace accord, while raising their concerns about unresolved issues and potential challenges for its implementation<sup>7</sup>. Philanthropy must be acutely aware that the private sector will have an almost exclusive focus on promoting jobs and productivity, and it is expected to receive financial incentives from the government in these areas. Philanthropic actors, therefore, must go beyond this focus and consolidate their work in other areas, such as education, environmental protection, housing, nutrition, healthcare or institutional strengthening. It is very important that foundations and other social actors do not overlap their work with the private sector.

It is important to note how philanthropic actors who actively engage in going beyond their areas of interest are true risk-takers, and they should encourage new actors from different sectors to go beyond their traditional areas of focus. The following chapter discuss the specific challenges that Colombia faces as the country transitions towards peace building.

The role of philanthropy in peace building and supporting the government's peace agenda

Philanthropic organizations have remained neutral during the polarized public debate about Colombia's peace process. Meanwhile, philanthropic have continued to support peace building in conflict-affected areas by implementing new

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7. ANDI and Proantioquia (2016): *Construir una paz sostenible*

projects, forming new partnerships with local actors and strengthening state institutions. What makes philanthropy an effective actor and partner is that it works without a political agenda and political interests.

What gives philanthropy its attribute as a peace maker is its aim to empower communities and to create a bottom-up peace building process. This is done by helping local communities understand their role and importance in the peace building process, particularly in those areas of Colombia where former combatants will return to. As such, philanthropic organizations have focused on educating communities about tolerance and respect, the importance of peaceful co-existence, and have forged close partnerships with local communities. Most importantly, it means that philanthropy in this context does not remain an outsider of the process but it rather becomes an inherent partner of local communities as they explore together their importance and role in building sustainable peace. In addition, philanthropy is also seen as a peace maker actor because of its commitment to bringing quality education, improving infrastructure, and implementing school desertion prevention programs in conflict-affected areas, which diminishes the impact war has on a child's education. If it were not for the work of philanthropic organizations, Colombia's inequality and illiteracy rates would be much higher than they are today.

Finally, philanthropy can play an important role in strengthening state institutions due to its focus on building capacity among local and national government authorities to ensure more effective governance, by educating communities about transparency, and supporting local authorities to craft development plans. Philanthropy can be viewed as a key partner in improving the government's ability to be autonomous and gain credibility, which is essential for any country faced with the challenges of implementing a peace accord. This view is supported by Soraya Montoya, executive director of the Saldarriaga Concha Foundation, who says, "institutional strengthening is an area where foundations can contribute towards achieving territorial peace. Foundations can promote good governance practices and work alongside local administrations to give oversight and recommendations to local processes based on evidence."

Philanthropic organizations have a nuanced understanding about the local communities in which they work in, including their strengths, weaknesses and divisions, and what kind of initiatives can be most effective on the ground, something that makes them effective partners. Peace building also involves reconciliation and healing between victims and their perpetrators to bring closure in areas hard hit by the conflict, and this is an area where philanthropic organizations, in partnership with grassroots groups, civil society organizations and state entities, can play an important role.

What makes Colombia's conflict unique is that peace building efforts have been spread over five decades - the longest in history. As such several questions must be posed to address the roots of the conflict: Have the concerns and grievances among Colombia's guerrilla group changed over time? Is inequality still an

*"What gives philanthropy its attribute as a peace maker is its aim to empower communities and to create a bottom-up peace building process."*

ongoing key concern among society? Is unequal land distribution still an issue? How has society changed in the past five decades? How has the FARC changed?

To understand and answer these questions is an important task facing Colombian society. Philanthropic organizations have a special role in this task as they can provide training and skills in promoting dialogue and conflict resolution, provide safe spaces for dialogue, and forge trust among conflict-affected communities.

There are examples where philanthropic organizations have played important roles as mediators, as for example in Northern Ireland, Sierra Leone, Liberia and Uganda. For example, the Whitaker and Peace and Development Initiative in Uganda through its program "Harmonizer" trained a new generation of peace leaders by community building and conflict resolution skills to prevent new violence in the country's north.

Once the root causes of Colombia's conflict have been understood, the next step is to discuss what actually happened during the conflict. This can be done through truth commission and healing exercises - initiatives that philanthropic organizations can be involved in to help rebuild the social fabric. For example, the work of the Ford Foundation on reconciliation efforts across the world is a useful guide. Local organizations, like most AFE foundations, working in Colombia's provinces are also important partners largely because of their long-standing relationships with local communities.

### Challenges of peace building:

#### KEY PEACE BUILDING CHALLENGES AND THE POTENTIAL CONTRIBUTION PHILANTHROPY CAN PROVIDE

PEACE BUILDING CHALLENGES	PHILANTHROPY'S CONTRIBUTION
1 Strengthen public trust in peace building, ensuring that regions affected by conflict perceive tangible impacts as a result of peace.	<ul style="list-style-type: none"> <li>• Support pilots and innovations related to the delivery of basic services</li> <li>• Support businesses in the building of inclusive value chains</li> <li>• Provide philanthropic "pioneer capital" to catalyze impact investing around peace building efforts</li> </ul>
2 Promote institutional coordination around peace building efforts aligning interventions of public private and international actors.	<ul style="list-style-type: none"> <li>• Support the creation of collective agendas with regional and/or thematic focus</li> <li>• Work alongside international cooperation, in order to capture synergies and maximize the impact of available resources</li> </ul>
3 Support decentralization processes, empowering regions and territorial development agendas.	<ul style="list-style-type: none"> <li>• Strengthening institutional capabilities of local government and civil society organizations</li> <li>• Invest in leadership development and citizen participation efforts related to peace building</li> </ul>
4 Promote evidence-based approaches to peace building, supporting the creation of relevant data and knowledge.	<ul style="list-style-type: none"> <li>• Invest in metrics and knowledge management tools related to Colombia's peace building efforts</li> </ul>
5 Support the creation of new narratives related to Colombia's transition to peace.	<ul style="list-style-type: none"> <li>• Provide philanthropic support to initiatives aimed at creating new narratives and attitudes related to Colombia's conflict and its transition to peace</li> </ul>

### 2.3 Challenge #1: Forging public trust in the peace building process, bridging gaps in Colombia's conflict-affected regions

**Rationale:** One of the most tangible consequences of Colombia's armed conflict is that many regions of the country remain isolated, and are not part of the political and economic mainstream and decision-making processes. Colombia's conflict has demanded a significant use of government resources, keeping the State and its institutions from being present in vast areas of Colombia. Research by Colombia's Office of the High Commissioner for Post-Conflict shows these areas lag behind in several development indicators, contributing to Colombia's high levels of economic inequality. International entities, like the OECD, have also raised the alarm about Colombia's existing high levels of economic inequality. The chart below summarizes some of these findings.

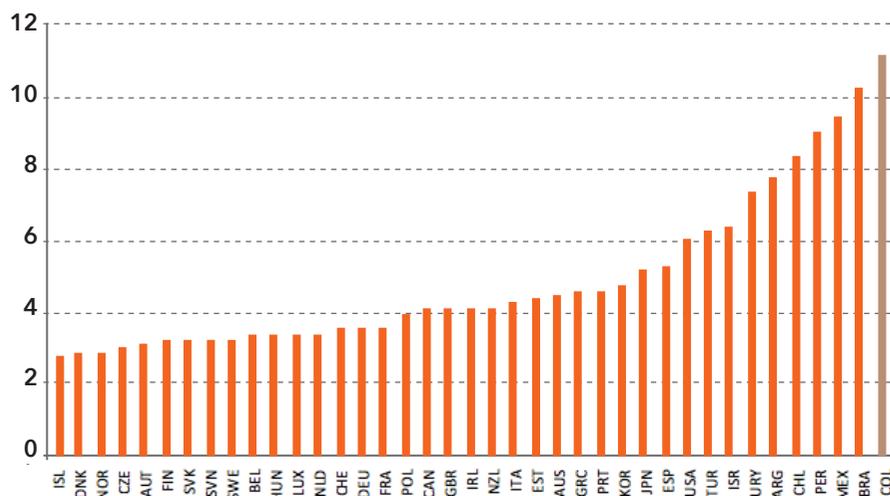
Addressing the problems found in Colombia's conflict-ridden regions, including a lack of social infrastructure and public services (energy, water and sewage, health, education and jobs and local economies) will be paramount for the credibility of the peace process. Furthermore, the government is aware that it needs to show tangible results and the benefits peace can bring early on in order to build trust and encourage more Colombians to participate in peace building efforts.

#### THE REGIONS HIT BY CONFLICT SHOW HIGH LEVELS OF INFORMALITY AND POVERTY, COMPARED TO THE REST OF THE COUNTRY

Region	Unemployment	Informality	Poverty Rate
Country	9.1%	62.5%	28.5%
Bogota and surroundings	8.6%	53.3%	13.5%
Antioquia	9.4%	52.2%	24.3%

Source: Office of the High Commissioner for Post-Conflict

#### As a result, on the aggregate level, Colombia shows inequality levels that are among the highest in the world



Note: The P90/P10 ratio shows the upper bound income of the ninth decile in the income distribution to the upper bound income of the first decile. 2011 data for OECD economies.

Source: OECD income distribution database and SEDLAC (CEDLAS and The World Bank).



**How philanthropy can contribute to addressing these challenges:** Philanthropic organizations can partner with the government and the private sector to help tackle inequality and the lack of infrastructure and basic services in conflict-affected areas. As many philanthropic organizations have sometimes been the only presence in conflict regions, their knowledge and experience in the field also makes them effective partners as they seek new partnerships between the public and private sector, the government, the international aid community, grassroots groups and other organizations. The following are ways philanthropic organizations can help to address the root causes of Colombia's conflict.

### **Support initiatives and pilot projects aimed at providing basic infrastructure and services**

Improving access to basic services poses operational and financial challenges for the government. Bringing sources of energy, water, sewage, roads and social infrastructure will be key to addressing social and economic inequality in Colombia. Likewise, providing education and health services will be crucial to ensure social mobility, reduce inequality rates and prevent violence in the future.

Philanthropic organizations can address several of the SDGs by supporting initiatives, and a special focus should be given to addressing rural development in Colombia's conflict-affected areas. Among the SDGs are:

SDG # 6\_ "clean water and sanitation", especially its targets:

Achieve universal and equal access to safe and affordable drinking water for all.

Expand international cooperation and capacity-building support for developing countries in water- and sanitation-related activities and programs, including water harvesting, desalination, water efficiency, wastewater treatment and water recycling technology. SDG # 9 "industry, innovation and infrastructure", with a special focus on the following targets:

Increase the access of small-scale industrial and other enterprises to financial services, in particular in developing countries, including affordable credit, and its integration into value chains and markets.

Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product in line with national circumstances, and double its share in least developed countries.

Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities.

SDG#12 "Responsible production and consumption" especially the targets:

By 2030, achieve the sustainable management and efficient use of natural resources.

Promote public procurement practices that are sustainable in accordance with national policies and priorities.

Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production.

Delivering on the above priorities will not be an easy task. There is a dire lack of infrastructure in many of Colombia's conflict-affected areas and the government faces significant fiscal pressures. New approaches will be needed in order to deliver quality services, as well as flexibility when evaluating their impact on the ground. Governments are often not well suited to take on risks and promote new approaches because of bureaucracy and the financial constraints they face. As such, partnering with philanthropic organizations and a willingness to take risks will be crucial in Colombia's peace building process. Philanthropy can also support "innovation challenges" to identify and implement cost effective solutions in areas such as water and sanitation, infrastructure, energy, health and education.

### **THE ROLE OF PHILANTHROPY AND INNOVATION IN ADDRESSING INEQUALITY AND A LACK OF BASIC SERVICES**

The Semana Foundation, an AFE member, led a collective effort to bring a range of social services to El Salado, a municipality in Colombia's northern province of Bolivar that was hard hit by the conflict. Partner foundations implemented innovative research methods to understand the needs and expectations of the local community. Various projects were funded, including the building of new community infrastructure, a library, health services and early childhood education programs. Peace building efforts in El Salado are seen as a historic precedent in terms of collective action. The work of philanthropic organizations prompted a greater government response. Colombia's Ministry of Housing recently inaugurated a new housing complex, which benefitted from initiatives already introduced by philanthropic foundations that funded the initial effort.

In addition to their work in El Salado, the Semana Foundation, the Saldarriaga Concha Foundation, and USAID started a project in the "Montes de María" region in Colombia's northern Caribbean coast to identify gaps and priorities in social services and infrastructure and to create development agendas. It is important to note that communities viewed a lack of access to water and land as priority issues and ones that were barriers to sustainable development.

In line with SDG#6, the Semana Foundation, together with the Carvajal Foundation, are carrying out a project aimed at building a sewage system in the town of Palenque, in Colombia's northern province of Bolivar, to ensure all houses are connected to a sewage system.

Colciencias, a government entity that promotes research in science and

technology, through its Ideas para el Cambio initiative, seeks to show the potential of innovation challenges. The program is an open innovation competition that seeks novel solutions to energy and water shortages in remote rural areas. The latest initiative focused on clean energy solutions for isolated communities in Colombia's western province of Chocó, which was backed by private entities and philanthropic foundations. If such an initiative had been government led, it would have likely faced bureaucratic hurdles. But in this case, philanthropic organizations acted as catalysts to promote new solutions that have the potential to tackle inequality and the lack of basic services in conflict-affected areas across Colombia.

### **The role of philanthropy in supporting efforts to strengthen inclusive value chains**

The arrival of government institutions to Colombia's conflict-affected areas will not be enough to address inequality and promote prosperity. Expanding the role and presence of the private sector will also be crucial to maximize the potential of Colombia's conflict-affected areas in terms of productivity.

Philanthropy can play an important role in strengthening inclusive value chains aimed at improving employment opportunities and this is closely related to SDG#8. As such, it is important to understand how peace building efforts by philanthropists can have an impact on the SDGs and how they are implemented.

SDG# 8 aims to: Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including a focus on high-value added and labor-intensive sectors.

- Promote development-oriented policies that support productive activities, job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including access to financial services

The National Association of Business in Colombia (ANDI) has championed the opportunities and benefits that peace can bring for Colombia's private sector. Philanthropic organizations and the ANDI have implemented an ambitious program to help businesses design social strategies and identify areas where corporate priorities and opportunities for social impact meet. The program includes theoretical tools, such as toolkits and how-to guides, as well as practical tools that include an analysis of business opportunities according to sector and particular areas of Colombia. The ANDI Foundation has also designed a specific strategy for Colombia's post-conflict era, called "Inclusive Competitiveness." It highlights business opportunities during Colombia's transition to peace building and shows the ways philanthropic organizations can partner with businesses in their efforts to build inclusive value chains. The strategy consists of four components: Inclu-

sive employment, inclusive purchases, inclusive sourcing and inclusive distribution. Supporting inclusive value chains, for example, can have a positive impact on children's nutrition by ensuring food security in local communities.

### **BUILDING CAPACITY FOR INCLUSIVE BUSINESS IN A POST-CONFLICT COLOMBIA**

The Corona Foundation, an AFE member, has developed practices that allow the private sector to play a more important role in Colombia's peace building efforts. One strategy focuses on strengthening inclusive employment vocational training schemes. For example, its flagship initiative, the Pact for Productivity (Pacto para la Productividad)<sup>8</sup>, aims to help people with physical disabilities find employment. In addition, the Foundation works to promote citizenship and the active participation of citizens living in Colombia's cities. These practices have become an example for other organizations seeking to empower vulnerable youth and include them in the formal labor market. Surtigas, Colombia's leading natural gas distributor, through its Foundation, the Surtigas Foundation, is also known for its successful work in helping vulnerable populations get jobs. An AFE member, the Surtigas Foundation provides a training program for disadvantaged youth called "Jóvenes con Valores Productive" (Youth with Productive Values), which gives training in technical and soft job skills.

### **The role of philanthropy in providing "pioneer capital" to catalyze investments with impact in Colombia's post-conflict areas**

Corporate value chains are not the only way to maximize the contribution businesses can make towards the SDGs goals relating to peace. Peace also brings opportunities to support entrepreneurship and business creation in former conflict areas, which is crucial to foster the growth of business. The challenge now is how to ensure that the entrepreneurial "capital chain" goes beyond Colombia's large cities, so that it can reach and have impact in the country's rural areas that have traditionally lost out on business and entrepreneurship opportunities.

"Impact investing"<sup>9</sup> has become a well-known tool in the field of market-based approaches that aim to address social and environmental challenges. In recent years, several impact investing funds have started operating in Colombia, bringing dynamism to the entrepreneurial ecosystem and catalyzing the growth of small and medium-sized businesses in poor regions of the country. Philanthropy can accelerate such impact by investing in Colombia's conflict-affected regions, and by supporting early stage enterprises as they consolidate viable business models.

Such news ways of social finance provide a new approach that goes far beyond government-led interventions and support. As such, philanthropy should focus on

8. <http://www.pactodeproductividad.com/>

9. Impact investments are those that seek to produce positive social and environmental outcomes, while delivering on sustainable and scalable business models.



providing the tools, training in finance and management, and planning support businesses need, while beneficiaries should decide how best to put such support to good use. This process is known as providing “pioneer capital”, as outlined in the report “From Blueprint to Scale: The Case for Philanthropy in Impact Investing”<sup>10</sup>. It defines “pioneer capital” as non-refundable investments made by philanthropic organizations aimed at helping early stage ventures navigate the initial stages of implementing and developing feasible business models. “Pioneer capital” builds on philanthropy’s tolerance to risk and its ability to experiment and bet on unproven business models. The most tangible effect of “pioneer capital” is that a pipeline of potential investments for return-seeking funds, which look for proven business models and proposals, can be built.

Pioneer capital is a mechanism to promote the inclusion and setting up of small businesses in rural areas, which can boost productivity in former conflict areas. As such, it can help to address inequality gaps between rural and urban Colombia. In turn, this can help towards achieving two SDGs - SDG #1 - that relates to eradicating poverty - and SDG #10 - reducing inequality.

SDG #1 “End Poverty in all its forms everywhere”, in particular:

Reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions

Ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance

Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions

SDG#10 “Reduce inequality within and among countries”, in particular it says to “empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard

In addition, by supporting individual ventures through “pioneer capital”, philanthropy can support the growth and development of critical sectors, by backing “industry facilitators” in areas that are likely to play a key role in peace building efforts. “Industry Facilitators” promote those public goods that are crucial for a sector to grow by removing obstacles that prevent enterprises in the sector to prosper. Such public goods include research, metrics, and public policies that support an industry’s growth. For example, philanthropy could support an “Industry Facilitator” for agriculture - a sector that is likely to play a key role in peace building efforts in Colombia. This could include funding key research for the potential of agriculture in various regions of Colombia, while working in partnership with the Ministry of Agriculture, CORPOICA<sup>11</sup>, and corporate foundations with parent organizations in the sector.

10. Acumen and Monitor Institute (2012): From Blueprint to Scale: The Role of Philanthropy in Impact Investing

## THE ROLE OF PHILANTHROPY IN SUPPORTING EARLY STAGE ENTERPRISES THAT CONTRIBUTE TO RECONCILIATION

Impact investment funds are already playing a role in developing industries and agriculture in Colombia's former conflict areas. For example, Acumen<sup>12</sup>, an impact investing fund operating in Colombia, has started a portfolio focused on agribusiness in conflict-affected areas in partnership with USAID. Acumen invested USD 1.15 million in Cacao de Colombia, a company that works with cacao farmer cooperatives in poor regions of the country. Cacao de Colombia has become a producer of premium chocolate, and it sources its cacao from farmers living in areas once hit by the conflict. It has received support from philanthropic funds and organizations, including the "Innovations for Peace Fund," that helped the company navigate the early stages of its business, get it off the ground, and come up with a viable business plan.

Another example of reconciliation support by advancing early stage enterprises is the "Tiendas de Paz" project implemented by Fundación Bavaria. The objective of the project is to improve the socioeconomic conditions of the formerly displaced rural families returning to their lands. The "tiendas" have a communitary focus and are a way to provide for the needs of product consumption of the population. The project also intends to foster collective work among inhabitants of the towns, empowering them to use the earnings of the "Tiendas" to build their own future, thus, improving their quality of life.

The Bolívar Davivienda Foundation, an AFE member, also supports early stage ventures that seek to have a positive social and environmental impact. Its *Emprende Pais - "Start-up Country"* initiative has become a flagship accelerator of enterprises that go on to seek investment from impact funds once they build an initial track record.

The IC Foundation an AFE member, is another example of support and investment being provided to entrepreneurs in rural areas. It focuses on providing early stage financing and technical assistance to rural cooperatives across Colombia.

The Social Foundation, another AFE member, is promoting a new initiative called the "Innovations for Peace Fund," funded by the Swedish and German cooperation aid agencies. The project provided seed capital, funding and technical assistance to 15 rural ventures working in conflict-affected areas. Overall, the "Innovations for Peace Fund" sought to boost the potential of rural enterprises. This in turn promotes those SDGs relating to peace building, social cohesion and economic growth. In its first four years, the Fund has supported 15 initiatives totaling USD 1.8 million, benefitting 120,000 families living in conflict-affected areas across Colombia. The Fund is now run by Corporación Reconciliación Colombia.<sup>13</sup>

The UNDP in Colombia has also backed initiatives that seek to promote entrepreneurship to achieve sustainable peace. In 2015, it funded "Peace Startup"<sup>14</sup> - an initiative that bridges digital entrepreneurship with the challenges of peace building in Colombia's conflict-affected areas.

11. Corpoica is the government-funded research organization focused on Colombia's agriculture.

12. Acumen is an international impact investing fund. More information on [www.acumen.org](http://www.acumen.org)

13. [www.reconciliacioncolombia.com](http://www.reconciliacioncolombia.com).

14. <http://peacestartup.org/>



*“As such, constructive and forward-looking dialogue among stakeholders at the local level will be crucial to achieve “territorial peace.”*

## **2.4 Challenge #2: How to promote coordination among government institutions, public and private and international actors involved in peace building**

**Rationale:** Colombia has made significant progress in its work with international aid agencies, largely through the Presidential Agency for International Cooperation (APC-Colombia). While the leadership of the government and APC-Colombia is crucial, funding and cooperation from the international aid community will need to be aligned with those priorities that emerge from regional and local development plans, along with the work of local social organizations, foundations and philanthropic entities.

**How philanthropy can contribute to addressing the challenge:** Philanthropic organizations can play a role in two ways: Support the creation of collective agendas with a focus in particular regions and issues, and work alongside international aid agencies to maximize the impact of available resources.

Support collective agendas with a regional and or specific focus.

Colombia’s peace accord will led to greater efforts to strengthen and promote decentralization as part of the country’s development agenda. Indeed, the notion of “territorial peace” was central during the peace talks. The peace accord calls for Territorial Development Plans (PDET) to be implemented. As such, constructive and forward-looking dialogue among stakeholders at the local level will be crucial to achieve “territorial peace.” Being seen and acting as neutral players, philanthropic foundations can leverage this and bring together private, public and civil society sectors to create medium and long-term local development agendas, shared visions and allocate resources to other organizations. The concept of collective action is widely discussed in the SDGs. The targets in SDG #16 that specifically address “territorial peace” are:

- Promote the rule of law at the national and international level and ensure equal access to justice for all.
- Develop effective, accountable and transparent institutions at all levels.
- Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime.

Among the targets of SDG#17 that discuss partnerships and collective agendas are:

- Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection
- Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to im-

plement all the sustainable development goals, including through North-South, South-South and triangular cooperation.

In Colombia, collective regional efforts are already underway as part of peace building efforts. One key initiative is the national network of “Peace and Development Programs”<sup>15</sup> (PDP), which encourages businesses, NGOs, private citizens and faith-based organizations to design and promote local development agendas. Supported by philanthropic organizations, these Peace and Development Programs are found in municipalities and regions across Colombia, providing a strong base on top of which new peace building initiatives can be promoted at the local and regional level.

### **SUPPORTING COLLECTIVE IMPACT THROUGH PUBLIC-PRIVATE PARTNERSHIPS.**

The AFE promotes collective approaches to tackle the social challenges facing Colombia. It brings together more than 70 corporate and family foundations, and works with them to promote collaboration, capture synergies and structure transformative public-private partnerships to tackle complex social challenges. Its work is based on four strategic areas: dialogue with the government, transparency and accountability, promoting networks and alliances, and representing the philanthropic sector in a unified way. Its work is aligned and built upon the SDGs.

The AFE carries out its vision through innovative initiatives, like the Strategic Project Platform, documenting and knowledge management projects, and its alliance with the global SDG Philanthropy Platform. This is a technology tool that enables collaboration by allowing others to clearly see all the projects and investments carried out by AFE foundations across Colombia. Through its knowledge management projects, the AFE works with partner organizations to record and document key knowledge and know-how related to their work. Lastly, through its work with the SDG Philanthropy Platform, AFE’s work is based on its awareness that Colombia faces a historic turning point, which requires more strategic coordination and more efficient ways to achieve collective impact. According to Carolina Suárez, executive director of the AFE, “our member foundations operate, and have operated, in regions that are close to the country’s conflict. We are in the midst of a time that calls for deep reflection, as well as collective social innovation. Our member foundations realize that it’s time to go beyond individual projects, and design collective interventions that are transformative and complementary to state-led efforts. To this effect, the AFE acts as a catalyzer and facilitates collective endeavors.” One example of AFE’s work on collective impact is the support it provided to an initiative led by 12 AFRE foundations in Colombia’s province of Antioquia.

15. Red de Programas de Desarrollo y Paz (Red Prodepaz)



With support of the SDG philanthropy Platform, the pilot collective project is underway in two regions of Antioquia —San Juan de Urabá, in the north, and the eastern municipality of San Luis, which have been hard hit by the conflict. The project brings together 12 foundations to leverage their individual know-how and to take advantage of the opportunities and challenges that peace building brings. Two philanthropic foundations - Corbanacol and Fundauniban - are leading community work with a methodology that they have built collectively over the years. The Antioquia University Foundation will document the results, outcome, lessons learnt and experiences, including interviews, during the project's first stage so that it can be replicated in other regions of Colombia.

The project's results will then determine what the priorities will be in terms of collective intervention, and how other actors involved in the project can contribute on an individual basis, including the public sector, international aid agencies, and other philanthropic foundations – both AFE and non-AFE members- and NGOs.

It is hoped that through this project, AFE foundations working in Antioquia can impact communities that have so far been difficult to reach in a greater way and scope. Such a view is summed up by **Rafael Aubad, executive director of Proantioquia**, one of the participating AFE foundations, who says that “the context of post-agreement and peace building opens unprecedented opportunities for us to rethink our action in critical territories. We must update our understanding of regional dynamics, and design new collective interventions.” This view is also shared by **Magdalena Restrepo, executive director of Fraternidad Medellin**, an AFE Foundation in Antioquia, who says that “working collectively offers a great opportunity to approach regions that are facing the challenges of peace building first hand. We must find ways to leverage the expertise of each individual foundation, and do that with the aim of closing the critical gaps faced by in our regions.”

In conclusion, the AFE views peace as going beyond negotiations and agreements. It must be built collectively, maximizing the capacity and assets of individual actors, establishing clear roles, and serving purposes that go beyond projects and short-term interests. For Carolina Suárez, AFE member foundations will play a central role in the peace building process. Their assets are pivotal for the process, and go well beyond the issue of funding. These include the fact that philanthropic organizations already operate in these areas and have built trust with local communities, along with their willingness to take risk and being politically neutral. Most importantly, philanthropic organizations have long-term visions, which is particularly important as peace building will require a long-term approach. In this sense, foundations and philanthropy are well-positioned to carry out the necessary

long-term projects, work with and for vulnerable communities, connect the realities they face with the country's overall vision and lead initiatives with the necessary rigor.

The Mario Santo Domingo Foundation is another good example that has built expertise in mobilizing collective efforts in urban areas. The Foundation has pioneered a holistic approach aimed at developing "sustainable communities," in poor neighborhoods in Colombia's Caribbean cities of Cartagena and Barranquilla. The model is based on key institutions coming together to ensure there is a balanced offer of social services and that the conditions are in place to achieve sustainable development. According to **Juan Carlos Franco, former executive director of the Mario Santo Domingo Foundation**, "building sustainable communities go beyond the provision of basic services. It entails mobilizing the collective action of several private and public actors who provide the goods and services required by communities. It also requires working with communities to instill values and ways of collaboration and advocating active citizenship, which are critical for communities to function as such."

### **Working alongside international aid agencies in order to capture synergies and maximize the impact of available resources**

Support among the international community for Colombia's peace process has seen significant contributions from bilateral and multilateral aid agencies. Philanthropy will be an important ally of international agencies looking to have a positive impact on Colombia's peace process and future development. The role of international cooperation and its relationship to development is referred to in the Addis Ababa Action Agenda, which says, "the enhanced and revitalized global partnership for sustainable development, led by Governments, will be a vehicle for strengthening international cooperation for implementation of the post-2015 development agenda."

This also means a significant commitment to education, "*We will scale up investments and international cooperation to allow all children to complete free, equitable, inclusive and quality early childhood, primary and secondary education, including through scaling-up and strengthening initiatives, such as the Global Partnership for Education,*" the Addis Ababa Action Agenda says.

Other areas mentioned in the Agenda that require particular investment are:

- Capacity building
- Science, research and technology
- Sustainable consumption and production
- High quality data
- Combatting money laundering and terrorism
- Tax issues



## THE ROLE OF THE INTERNATIONAL AID COMMUNITY IN COLOMBIA'S POST-CONFLICT

The international community has expressed its support for Colombia's peace process. It will be a fundamental ally in the country's transition stage, and it is expected to play a key role by providing financial resources and knowledge for peace building efforts. Funding from the international community will be managed under "Colombia in Peace," an umbrella initiative that will oversee projects. It is designed to operate as an independent trust fund, with resources from various entities, including multilateral and bilateral agencies, philanthropic organizations, and international social investment entities.

The initiative's goal is to raise USD 3.3 billion. So far, four major trust funds have pledged to support Colombia's peace building efforts over a period of 10 years after the signing of the peace accord. These are - the United Nations Fund for Post Conflict, the European Union Trust Fund for Post Conflict, the World Bank Fund for Peace and Post Conflict, and the Inter-American Development Bank's Sustainable Colombia Initiative. Each fund will have specific guidelines and areas of focus, including good governance, rule of law and sustainable rural development.

A committee, comprised of the public and private sector, will oversee the "Colombia in Peace" initiative and committee members will help structure funds to ensure that priorities are carried out in a coherent way. The Inter-Institutional Post Conflict Council, a high level multi-actor body, will be in charge of setting the priorities of peace building bodies.

**According to Alejandro Gamboa, former director of APC,** "Colombia's historic moment calls for smart use and leverage of international cooperation resources. Signing peace agreements and moving into post conflict bring about unique opportunities for cooperation, both in financial resources and knowledge. Our challenge at APC is to articulate a strategy that takes advantage of this unique window of opportunity, which will not last very long."

Ensuring local initiatives and priorities come together will be key to guarantee the best use of international aid. The APC promotes the so-called "triangle of success" as its key guiding principle, which emphasizes the need for the government, the private sector and civil society to work together. Indeed, the APC views international aid and cooperation as a catalyzer for multi-stakeholders to collaborate together.

In addition, a deep understanding of local initiatives will be crucial

when carrying out international aid projects on the ground in an effective way. This is something APC's flagship knowledge management initiative, "Saber Hacer Colombia," seeks to promote. It aims to document and disseminate relevant experiences of peace building and how the SDGs are being implemented in Colombia with the aim of promoting south-south cooperation (collaboration with other emerging economies) and also "col-col" cooperation, which is the transfer of good practices among regions and municipalities of Colombia. The APC recently set up a partnership with AFE Colombia to document seven cases of peace building and how the SDGs are being implemented under the "Saber Hacer" program.

### **2.3 Challenge # 3: How philanthropy can play a role in supporting decentralization, empowering regions and local development agendas**

**Rationale:** Colombia has aimed to promote decentralization since the country's Constitution was established in 1991. However, the conflict has kept Colombia from achieving its crucial goal of decentralization. In practice, decentralization means strengthening local institutions and developing robust leadership in Colombia's provinces.

**The role of philanthropy in addressing the challenge:** Philanthropic organizations can address the challenge of decentralization by: promoting processes that strengthen local institutions and those that contribute to forging leadership at the local level.

#### **Strengthening capacity among local government and civil society organizations**

According to research by the Fundación Ideas para la Paz (FIP), an AFE member, Colombia's Constitution and several policy frameworks already include decentralization as a goal. However, the country's conflict and weak local capacity and governance have hampered this effort. In response, Colombia's Interior Ministry, USAID and FIP undertook research to understand the "institutional readiness for peace" of those areas hardest hit by the conflict<sup>16</sup>. The research examined to what extent local government is ready, and prepared, to play its crucial part in implementing the peace accord. Research highlighted a lack of preparedness and critical institutional gaps in terms of implementing the peace accord. It also reveals that communities have concerns about the central government's ability to implement the accord and to support them in strengthening their capacity in order to build sustainable peace. The research also highlights the need for initiatives to lessen the risks related to the conflict happening again.

16. Ideas for Peace Foundation (2016): Capacidades institucionales para la paz.

## PHILANTHROPY AND INSTITUTIONAL STRENGTHENING

Institutional capacity among local NGOs and government entities is already a key area of focus for many AFE foundations in Colombia, including the Saldarriaga Concha<sup>17</sup> Foundation, the Caicedo González Riopaila, the Castilla Foundation,<sup>18</sup> and Compartamos con Colombia<sup>19</sup>. A leading example is the AFLORA project, run by the Bolívar Foundation. This supports civil society organizations as they grow to ensure they have the management capacity in place, are sustainable, and have impact in the areas they operate in. According to Ana Milena Lemos, executive director of the Caicedo González Riopaila Castilla Foundation (FCGRC), which operates in the agribusiness industry, the role of foundations is to, “provide a space for multiple stakeholders to come together and draft regional development priorities, as well as to ensure this process has technical input and recommendations”.

The FCGRC begins by getting key actors together and supports them as they create local and regional development agendas. “Our foundation mobilizes resources and actors in order to create local development agendas with input and active participation of all relevant stakeholders,” Castilla says. “Our role is to bring together, and also provide technical input to create public policies that benefit the region.” The FCGRC model offers relevant lessons for peace building efforts due to its expertise in and experience of working in rural areas.” The AVINA foundation, a leading philanthropic institution working across Latin America, is also involved in institutional strengthening. AVINA, along with the National Network of Peace and Development Programs, leads an initiative called “La Vida Querida.” It aims to strengthen rural organizations and provide them with the tools to help them manage land-use and natural resources in more strategic ways. The project’s premise is that rural areas need a stronger sense of identity if peace is to be sustainable.

### Invest in leadership development and citizen participation related to peace building

John Paul Lederach, a professor at the Kroc Institute of the University of Notre Dame, emphasizes that institutional strengthening efforts must be supported by initiatives that focus on individuals and their leadership potential. One of his key contributions to the field of peace building is the important role individuals play in peace building efforts. Lederach’s Pyramid<sup>20</sup> identifies three groups of individuals whose contributions are crucial to achieving positive peace outcomes (see diagram below).

17. <http://www.saldarriagaconcha.org/>

18. <http://www.fcgrriopailacastilla.org/>

19. <http://www.compartamos.org/>

20. Lederach, J. (1997). *Building Peace: Sustainable Reconciliation in Divided Societies*.

## LEDERACH'S PYRAMID IDENTIFIES THREE KEY GROUPS OF INDIVIDUALS AND THEIR CONTRIBUTION TO A PEACE BUILDING PROCESSES

### ACTORS:

#### Level 1: Top Leadership

- Military, political and religious leaders with high visibility

#### Level 2: Middle-range Leadership

- Leaders respected in sectors
- Academics and intellectuals
- Humanitarian leaders (NGOs)

#### Level 3: Grassroots Leadership

- Local leaders
  - Leaders of indigenous NGOs
  - Community developers
- Columna Izquierda



### APPROACHES TO PEACE BUILDING

- Focus on high-level negotiations
- Emphasizes cease of fire

- Problem-solving workshops
- Conflict resolution activities
- Peace building pedagogy

- Grassroots training
- Prejudice reduction and new narratives
- Support to overcome post-war traumas

Source: Lederach, J. (1997). Building Peace: Sustainable Reconciliation in Divided Societies

Lederach's work emphasizes the non-hierarchical nature of the pyramid and the importance of all the three levels in the building of sustainable peace. However, the role of Level 2 leaders, comprising of leaders in business, education, health and religion called middle-range leadership is underscored as crucial. Level 2 leaders find themselves in a privileged position that allows them to act as bridge builders or for "bridging", or connecting the aims and agendas of political leaders who lead peace negotiations (level 1) with the needs, expectations and challenges faced by level 3 individuals, such as citizens and grassroots community leaders, who are more directly exposed to conflict. Level 2 leaders can carry out this role in an independent way, free of political interests or bias.

International and local experiences show the potential of leadership development programs in promoting development, as shown by the U.S. Peace Corps. It was created to forge stronger relationships between the United States and countries around the world, along with strengthening the capacity of individuals to lead development efforts.

More recently, private initiatives have emerged to promote similar aims in certain sectors. For example, Teach for All<sup>21</sup>, is an international network of programs that forges leadership skills in the education sector. Teach for All's chapter in Colombia, Enseña por Colombia,<sup>22</sup> seeks to nurture a new generation of leaders in the education sector, selected from a pool of young graduates who apply annually. Selected fellows are placed in teaching positions at state schools

21. [www.teachforall.org](http://www.teachforall.org)

22. [www.ensenaporcolombia.org](http://www.ensenaporcolombia.org)



in poor areas around Colombia and they receive training and support during the program. Enseña por Colombia also promotes new dialogue between actors. Participants are often graduates from Colombia's top urban universities and they are sent to remote rural areas, such as Urabá or the province Vichada - areas that have been hard hit by the conflict and where the state's presence has been limited. These exchanges enable the construction of new narratives, forge leadership skills which can ultimately contribute to reducing segregation in society and building a more inclusive and equal country. Pablo Jaramillo, executive director of Enseña por Colombia, says that leadership development programs can greatly contribute towards peace building. "Our program currently focuses on placing fellows from urban areas in rural contexts, working specifically in education issues. Looking ahead, we envision the creation of two-way leadership development programs in Colombia. We believe that there's potential for two-way learning to take place. Not only can regions learn from graduates from Bogotá's top universities but leaders living in Colombia's provinces can also come to the capital cities, contribute to meaningful causes, share their points of view, and create a deeper common understanding of the challenges that are prevalent around the country."

To conclude, as philanthropic foundations have long worked in Colombia's conflict-ridden and rural areas, they are in a privileged position to best identify and maximize the potential of local leaders. As such, structured leadership development programs are powerful ways to multiply this potential so that peace building efforts in Colombia are led by able and informed individuals and local leaders across the country.

### LEADERSHIP DEVELOPMENT IN COLOMBIA'S POST-CONFLICT SCENARIO

The Ford Foundation, the CELSIA Foundation (an AFE member), Halloran Philanthropies and other philanthropic organizations support *Manos Visibles*<sup>23</sup>, a leading civil society organization working in Colombia's Pacific region. Founded by Paula Morena, an Afro-Colombian and former minister of culture, Manos Visibles runs programs focused on building institutional capacity and strengthening local leadership. Its flagship program, DALE!, focuses on forging leadership skills and capacity among local leaders. The DALE! program selects and trains young leaders from poor areas in Colombia's cities of Medellín, Quibdó, Cali and Buenaventura. It aims to "consolidate a network of committed, able leaders who can lead development processes in and for their regions." The program runs entirely on philanthropic contributions and it is fostering a new generation of leaders who will implement the reforms needed to stem inequality in Colombia's poorest regions.

23. [www.manosvisibles.org](http://www.manosvisibles.org)

The UNDP in Colombia also recognizes the importance of leadership development programs to address the challenges Colombia faces. It supports the “Manos a la Paz” program, launched by Colombia’s Ministry for Post-Conflict, which is a leadership development initiative focused in conflict-affected areas. The program selects university students from across the country and places them in conflict-affected areas to work on projects that aim to combat inequality, build peace, and strengthen alliances between areas and Colombians who are far removed from each other. The program aims to enroll 10,000 young people over the next five years, connecting Colombia’s urban areas with regions that have been prioritized for development following the peace accord.

#### **2.4 Challenge # 4: The role of philanthropy in promoting evidence-based approaches to peace building and providing key data and knowledge**

**Rationale:** An ‘evidence-based framework’ is needed in order to measure the real impact that projects carried out by foundations and civil society organizations have on peace building efforts.

**The role of philanthropy in addressing the challenge:** Philanthropy organizations can contribute to measuring the impact of peace building initiatives because they are flexible in nature and are risk takers. This means they are prepared to back innovative projects that are not funded by the government in order to produce sustained social change in Colombia.

Investing in metrics and knowledge management tools to measure peace building efforts

Philanthropy can support by creating tools that track and analyze the country’s progress on goals related to peace. One possible initiative is to build a “Colombia Peace Index”, to track peace outcomes, compare performance across and within particular areas of the country, and to estimate the economic impact peace brings, as well as the economic cost of not having peace.

The Institute for Economics and Peace,<sup>24</sup> has designed and implemented the Global Peace Index, which has led to country-level Peace Indexes in the United States, the United Kingdom and Mexico. Just as the Global Peace Index ranks countries and compares their performance across various components, country versions allow regions to be compared, measuring progress made on peace building efforts and its economic impacts at the regional and municipal level. Country indexes also make it easier to estimate the cost of peace and the so-called peace dividend and “peace multiplier”—the additional economic growth that can be achieved when conflict has ceased.

Producing evidence and metrics can contribute to a richer debate about the performance of a country or a region and what is needed to achieve those results. In such a way, a Colombia Peace Index could contribute to greater public participation and a deeper debate among conflict-affected regions across about progress being made on peace objectives.

24. <http://www.economicsandpeace.org/>



A Colombia Peace Index could be built by using existing data and metrics initiatives, such as the AFE's Strategic Project Platform. This includes more than 1,300 projects run by AFE Foundations around Colombia and it shows how their work links with the SDGs. Later this year, the platform will start including target-level information about the SDGs, which will make it even more accurate in terms of data, especially when taking into account SDG #17 that states:

- Increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts.
- By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries.

### MEXICO'S PEACE INDEX AND THE CASE OF THE NUEVO LEÓN STATE

Philanthropists and foundations in Mexico have backed Mexico's Peace Index. Recently, the Open Society Foundation supported an index for the State of Nuevo León in México. According to **Paty de Obeso, Mexico Director for the Institute for Economics and Peace**<sup>25</sup>, the Index has been crucial for measuring the economic impact of peace and for promoting greater participation among the private sector in peace-related initiatives. The Index is published annually and it fuels public debate and analysis about progress made in peace building across Mexico. In particular, an analysis of the country's "peace dividend" has helped to get the private sector to participate more as this helps businesses understand the costs, economic opportunities and benefits peace brings.

### **2.5 Challenge #5: The role of philanthropy in creating new narratives as Colombia transitions to peace**

**Rationale:** Colombia's conflict has left deep scars on society. Sustainable peace requires a shift in social norms, beliefs and values, as well as reducing violence in order to strengthen trust between communities and the state. According to Galtung's Peace Building Theory, there are three types of violence that must be addressed to achieve sustainable peace: direct violence, structural violence and cultural violence. Direct violence can be overcome through peacemaking efforts, such as peace negotiations that address the causes of a conflict. The other two types of violence, however, require complex solutions and take far longer to overcome. Cultural aspects, such as shared values, beliefs and narratives, are fundamental to address the deeper, more structural forms of violence, and to make peace viable over the long term.

Narratives also help address the issue of trust during peace negotiations and

25. The Mexico Index can be accessed on the following URL: [http://economicsandpeace.org/wp-content/uploads/2016/04/Mexico-Peace-Index-2016\\_English.pdf](http://economicsandpeace.org/wp-content/uploads/2016/04/Mexico-Peace-Index-2016_English.pdf)

when peace accords are being implemented. In Colombia, research conducted by the Ideas for Peace Foundation shows that communities affected by the conflict have little trust in the government's ability to implement the peace accord and, in some instances, they doubt the willingness and motives of the FARC to forge ahead with peace. Research also shows communities are unclear about their role in implementing the peace accord.

**The role of philanthropy in addressing the challenge:** Philanthropic organizations can contribute to building a new narrative and collective vision based on reconstructing a damaged social fabric by supporting reconciliation processes.

Building awareness and trust in the peace process and peace accords as a whole - both within affected communities and across the country - is a goal philanthropy can contribute towards. Campaigns and "edu-tainment" content can help spread messages about the benefits, impact and opportunities peace can bring, and what is needed to build it. Iffat Idris, an expert on philanthropic contributions to peace building, says that philanthropy can help truth and reconciliation commissions through, "financial and capacity building assistance for their functioning; arranging psychological support for those testifying and for commission staff who have to hear often gruesome accounts, and by supporting government to implement truth and reconciliation commission recommendations". Philanthropy can also support other reconciliation processes, such as trauma counseling, healing processes and victim support. According to Idris, "donor agencies can play a useful role in supporting diverse healing interventions such as art projects or counseling."

AfE foundations can play a key role in promoting reconciliation in conflict-affected areas because of their long-standing relationships with local communities. For example, the Alpina Foundation, which works in Colombia's provinces of Cauca and Guajira, has experience in how to interact with Afro-Colombian and indigenous communities. Also, the Surtigas Foundation has experience in the best ways to work with poor and conflict-affected communities in Colombia's Caribbean coast. Different regions mean different contexts, and local philanthropic organizations know what is needed to achieve a fluid and coherent dialogue with particular communities in order to prevent setbacks. Moreover, such dialogue should also provide recommendations on how to implement the peace accord on the ground, something that can be used by government authorities.

Colombia's education system can also promote a culture of peace and reconciliation through the national curriculum. Colombia's law 1732 of 2015 requires state schools to design and implement a "peace curricula," - an area philanthropic organizations can contribute to. SDG #4 refers to quality education and in target 4.7 it states there is a need to, "ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development."

*"Different regions mean different contexts, and local philanthropic organizations know what is needed to achieve a fluid and coherent dialogue with particular communities in order to prevent setbacks"*



## A new gender narrative

Ensuring a gender perspective was a key focus in Colombia's peace accord and it states that women's rights and needs must be addressed by Colombian society as a whole. It explicitly discusses the particular grievances and human rights abuses women and girls faced during the conflict, such as rape, sexual exploitation and forced abortions. This means that gender equality must be addressed during the post-conflict phase, and a new narrative of female empowerment must prevail throughout the peace building process.

The gender focus as outlined in the peace accord is in line with the SDGs, most notably SDG#5 that seeks to "achieve gender equality and empower all women and girls." Philanthropic organizations can focus on women's rights and strengthen local women's groups so that they can play a pivotal role in peace building efforts across Colombia.

Among the targets in SDG#5 that relate to closing the gender gap and the role of women in peace building are:

- End all forms of discrimination against all women and girls everywhere
- Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation
- Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life
- Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws
- Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels

The United Nations adopted a 7-point global action plan to boost women's participation in peace building. These include: the need for missions and humanitarian planners to improve the U.N.'s ability to address the needs of women and girls in post-conflict scenarios, to ensure gender discrimination is addressed at every stage in the political process, introduce legal support services for women and girls, introduce development and infrastructure programs that require the direct involvement of women and women right's groups in setting priorities, and post-conflict employment programs should specifically target women as a beneficiary group.

According to McGraw (2012), women must not only have a seat at the negotiating table but they must also lead and influence peace talks. To ensure this, three key measures should be implemented:

- Allow women to play an important role in peace negotiations by including them in the whole decision-making process to ensure that critical needs in society are addressed.
- Prevent violence against women. Ensuring women are free from the threat of violence is a prerequisite for women to take part in peace building. McGraw argues that, “no society can restore peace or stability if its female population fears daily assault or rape; and not government can hope to gain legitimacy if there is no accountability for such acts”
- Create an environment of peace, and address causes of inequality.

Several philanthropic institutions in Colombia are following the above U.N. recommendations to ensure women play a key role in peace building efforts and their voices are heard, especially by providing women with special access to education and job skills training for future employment. For example, the WWB Foundation encourages and educates women to set up their own businesses. In addition, there are other philanthropic organizations that provide legal services to women and girls seeking justice for crimes committed against them as part of Colombia’s conflict to ensure crimes do not remain in impunity.

### **BUILDING RECONCILIATION THROUGH HISTORICAL MEMORY AND STRONGER NARRATIVES**

For the past several decades, extractive industries have been at the center of Colombia’s armed conflict. Initiatives by two leading companies – Colombia’s state-run oil and gas company, Ecopetrol, and Isagen are leading examples in the field of reconstructing memory by building new collective narratives:

Ecopetrol operates throughout Colombia in conflict-affected areas. Natural resources and land tenure issues have intensified Colombia’s conflict and violence in areas where Ecopetrol has operated in. Furthermore, the company and its workers’ union (USO, by its Spanish acronym) have had a tense relationship over the years due to allegations of human rights abuses.

In recent years, Ecopetrol and USO have begun a collective dialogue process in the region of Magdalena Medio in Colombia’s Antioquia province, which is an important oil and gas producing area, and one that has been hard hit by the conflict. Dialogue is aimed at building a shared memory of the conflict, including its causes and consequences, both on Ecopetrol and the USO union. Furthermore, it aims to bring together community leaders and members to strengthen the social fabric and forge trust among the local community. The process is seen as a model



for reconciliation in the context of shared memory, and a novel way to promote new dialogue and narratives among members of those communities who suffered as a result of the conflict.

In addition, Ecopetrol is also leading an initiative aimed at understanding the impact of the conflict and to build shared memory among its 8,000 or more workers. The project, “Museum for Shared and Historic Memory”, aims to showcase stories and the experiences of Ecopetrol and its partners and their shared experiences of the conflict. Specific objects will be displayed in a “Historic Memory Museum”—including a multimedia exhibition open to all of Ecopetrol’s employees. Through this initiative, Ecopetrol aims to raise awareness about the conflict’s impact and also prepare its workforce for an active, informed participation in peace building efforts. Ecopetrol believes that new shared narratives and historical memory will be paramount in order to maximize the company’s contribution to sustainable peace in Colombia. The work of ISAGEN, an energy company that was owned by the government until early 2016, is another interesting example. Its “Transparency Table” became a landmark model that allowed the company to build a major infrastructure project in an area of Colombia that was widely known for being dominated by the FARC at the height of Colombia’s conflict. At first, it almost seemed impossible that an energy company could enter and operate in a FARC controlled area. ISAGEN’s approach was to support a shared trust-building space, which brought local authorities, community leaders and the company together where they agreed on and drafted key principles that became known as the pillars of a “shared future narrative.” After two years of talks, ISAGEN was able to operate in the FARC-dominated area due to genuine efforts to build trust between the company and a once skeptical community. Not only did the infrastructure project gain the full support of the community but spaces were established for the community to voice its concerns and expectations. To date, the so-called “Transparency Table” is an example of a best practice aimed at building shared narratives and collective futures for development and reconciliation.

In addition, the Foundation for Reconciliation<sup>26</sup> is an internationally recognized NGO, focused on innovative work relating to reconciliation and shared narratives. **Its founder, Father Leonel Narvaez, uses the analogy of a tree to describe the challenges peace building brings.** He says, “peace can be understood as a tree. In order for it to stand tall and grow, a tree must have strong roots, a strong trunk and healthy leaves. Roots, while invisible on the surface, are the key. If they are not tended

26. <http://www.fundacionparalareconciliacion.org/>

to, the tree will inevitably fall down.” The Foundation has four key programs to promote sustainable peace: Schools for forgiveness and reconciliation, reconciliation centers, peace-related literacy programs, and peace curriculum for state schools. Schools for forgiveness and reconciliation involve 50-hour guided programs that facilitate dialogue between victims and their perpetrators. The Foundation’s goal is to train new facilitators through its “train the trainers” model. The Foundation’s centers for reconciliation are spaces in neighborhoods and municipalities with high levels of violence and social intolerance. The centers have become hubs for dialogue in the community and promote reconciliation.



## Peace and philanthropy - conclusions

*“Philanthropic organizations must take on a leadership role and position themselves as key actors in Colombia’s current landscape and seize the window of opportunity following the peace accord”*

This report has analyzed Colombia’s efforts to transition from a 54-year -old conflict to building sustainable peace. It has identified the concrete challenges that come with implementing the peace accord, and it has discussed the ways in which philanthropy can contribute to addressing them. The three main conclusions are:

The global SDGs and Colombia’s National Development Plan are deeply committed to achieving peace. Peace is seen as a crucial prerequisite for sustainable development, as are other areas of development. As such, peace is no longer seen in isolation as merely the absence of violence. Rather, it is seen as a set of conditions that allows a society to resolve and transform conflicts in non-violent ways. A more holistic vision of peace means the participation of all sectors in peace building efforts.

Colombia has reached a historic milestone following the peace accord, ending one of the world’s longest-running conflicts. However, this does not mean that peace will happen overnight. Instead, it means that Colombia has an opportunity to build an innovative process towards achieving sustainable peace. This involves tackling inequality, the rural-urban divide, promoting wellbeing, and ensuring there are mechanisms in place that allow for non-violent conflict resolution.

Colombia’s transition from conflict involves five critical challenges, which require the collective and coordinated action of sectors and society at large. Philanthropy can make meaningful contributions in addressing them, bringing creativity, long-term thinking, and its deep knowledge of Colombia’s conflict-affected regions. It can bring together capacity among actors, and use its willingness to experiment with new approaches to solve entrenched social challenges. It can also contribute by providing long-lasting initiatives that are based on collective wellbeing instead of political interests.

The SDGs can guide development and make peace building efforts a focus in institutional and social frameworks in a post-conflict society. Peace and development are invariably intertwined. As such, philanthropy, being a key actor in development, should take on the role of fostering peace through innovative projects in different areas of Colombia.

## Seizing the moment

It is clear that Colombia is at a critical turning point in its history and democracy. Indeed, implementing the peace accord is likely to change Colombia in many ways – a new political landscape is likely to emerge, new institutions will come into play, and former conflict-ridden regions will be empowered by a renewed promise of decentralization. Whether or not these new conditions result in long-lasting peace depends on the collective action of all sectors and Colombian society at large.

Following the peace accord, a period of **instability** has followed, and this is likely to be marked by uncertainty among Colombians. Social protests and demands will likely grow in the months following the peace accord, while new institutions will take shape as Colombia adapts to new ways of resolving conflicts. Violence is also likely to increase in the months to come, carried out by criminal groups who will try to strengthen their positions as state security forces regroup and adjust to a post-FARC scenario.

Colombia's economy is likely to suffer before reaping the benefits or "dividends" peace can bring. The fiscal implications that come with implementing the peace accord are still unknown, and the private sector will have to participate in a new environment where local governments chart their own development agendas. A new tax reform was recently approved by Colombia's Congress, adding to uncertainty over the short term. It means philanthropic foundations and non-profit organizations will experience changes regarding their fiscal benefits and incentives and how they are managed. This could change how foundations plan to contribute in Colombia's post-conflict process and overall peace building efforts.

Philanthropy is uniquely positioned to play a leading role as Colombia faces a critical turning point. As John Paul Lederach has said, philanthropy is positioned to bring actors together and build a, "shared vision of a collective future" – one that turns today's challenges into tomorrow's promise. It can shed light and point it towards the long term, in times where others may be confused and worried about the short term."

However, philanthropic organizations must work to take on a leadership role and position themselves as key actors in Colombia's current landscape and seize the window of opportunity following the peace accord. The accord offers the opportunity to improve the lives of Colombia's poorest communities through joint partnerships. To do this, the following is recommended: Foundations must find ways to participate in and influence high-level forums and the negotiations that will follow. For example, philanthropic organizations should actively participate in the implementation of the "Colombia in Peace" fund of international cooperation, and in creating Territorial Development Plans. Philanthropy must take a proactive role and work as a partner alongside the government. Coordination, through bodies like the AFE, will be crucial in the sector's dialogue with the government.

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27. The principles of enabling environments for philanthropy are further developed in the 2016 UNDP report *Converging Interests: Philanthropy-Government Collaboration to Achieve the Sustainable Development Goals*.

**Philanthropy must work to strengthen the conditions and environment needed for it to play a role and contribute:**

The contribution of philanthropy will depend on the rules and incentives on offer to allow it to work alongside the government in peace building goals. This could include incentives for philanthropic foundations to work outside their traditional areas and or regions of interest, to spearhead investment in priority sectors and regions, building a robust data ecosystem that provides evidence of progress towards peace building, and incentives to support collective efforts towards the goal of decentralization. Ultimately, the government should view philanthropic foundations not just as a source of funding for key initiatives but also as a strategic partner in achieving its long-term vision.<sup>27</sup> Philanthropic associations, like the AFE, will play a pivotal role at the country level, lobbying and championing ways and initiatives that allow partnerships between the government and philanthropic organizations to maximize their impact.

**Philanthropy must critically assess the peace accord and warn against “reinventing the wheel”:**

There will be much interest among all sectors and actors – both local and international – to participate in the peace building process, guided by good intentions. In such a context, there is a high risk of “reinventing the wheel,” and philanthropy needs to counter this by establishing itself as a collective voice of conscience. In effect, no sector is better positioned than philanthropy to know what works and what does not on the ground. Therefore, the post-peace accord phase is one where the sector’s investments in data gathering and knowledge management should finally pay off. In the end, philanthropy should make a concrete contribution in urging efficient investment and avoid falling into the trap of “reinventing the wheel.”

**Working collectively to have greater impact in Colombia’s conflict-ridden regions**

is a challenge. Collective action needs to include the state, civil society organizations, the private sector and philanthropic organizations.

Philanthropic actors must be encouraged to go beyond their comfort zones:

This is particularly relevant for corporate foundations which usually prefer to work exclusively in their areas of focus and interest. Doing this, can create greater impact on the ground, produce new innovative social investment, promote new partnerships, bring new expertise and skills, and as such perform truly philanthropic work. Philanthropic actors who actively engage in going beyond their traditional areas of interest are true risk-takers.

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# Peace and sustainable development in Colombia



THE ROLE OF  
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