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PRODUCTIVE PROJECTS OF LAND RESTITUTION IN COLOMBIA

EXPERIENCES OF THE SOCIO-ECONOMIC
AND PRODUCTIVE INTEGRATION OF FAMILIES
WITH LAND RESTITUTION IN THE RURAL
COMMUNITIES IN COLOMBIA.



UNIDAD
DE RESTITUCIÓN
DE TIERRAS



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MUNICIPALITY OF TULUÁ, DEPARTMENT OF VALLE DEL CAUCA. RESTITUTED FAMILIES WITH A
COMMUNITY NURSERY PROJECT FOR COFFEE, THEY RECEIVE A VISIT OF COOPERANTS FROM JAPAN.

OUR COMMITMENT
IS TO RETURN THE LAND
WHAT DRIVES US
IS THE RETURN OF JUSTICE
AND THE HOPE.

Rodolfo Zea Navarro

Minister of Agriculture and Rural Development

Andrés Castro Forero

Managing Director Land Restitution Unit

Marcela Morales Calderón

Deputy Director Land Restitution Unit

Koji Sakane

Senior Director Office of Peacebuilding and Reconstruction, Japan International Cooperation Agency (JICA)

Naoki Kamijo

JICA Resident Representative Colombia

**Andrés Prieto Beltrán, Miguel Escobar Osorio, Carlos Rodríguez Sánchez
Héctor Gamarra Sierra, Sigifredo Mora Toquica y David González Cardona**

Productive Projects Office – URT

Toshiaki Kurihara

JICA Technical Cooperation Expert

Luisa Molina Ubaque, Margarita Murcia Escobar y Claudia Torres Barreto

Communications Advisory Office - URT. General coordination of the publication

Zayda Quevedo Mogollón

Design and layout

A2 Marketing & Producción SAS

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Unidad de Restitución de Tierras - URT

Avenue 26 # 85B - 09

Contact number: +57 (1) 377 0300

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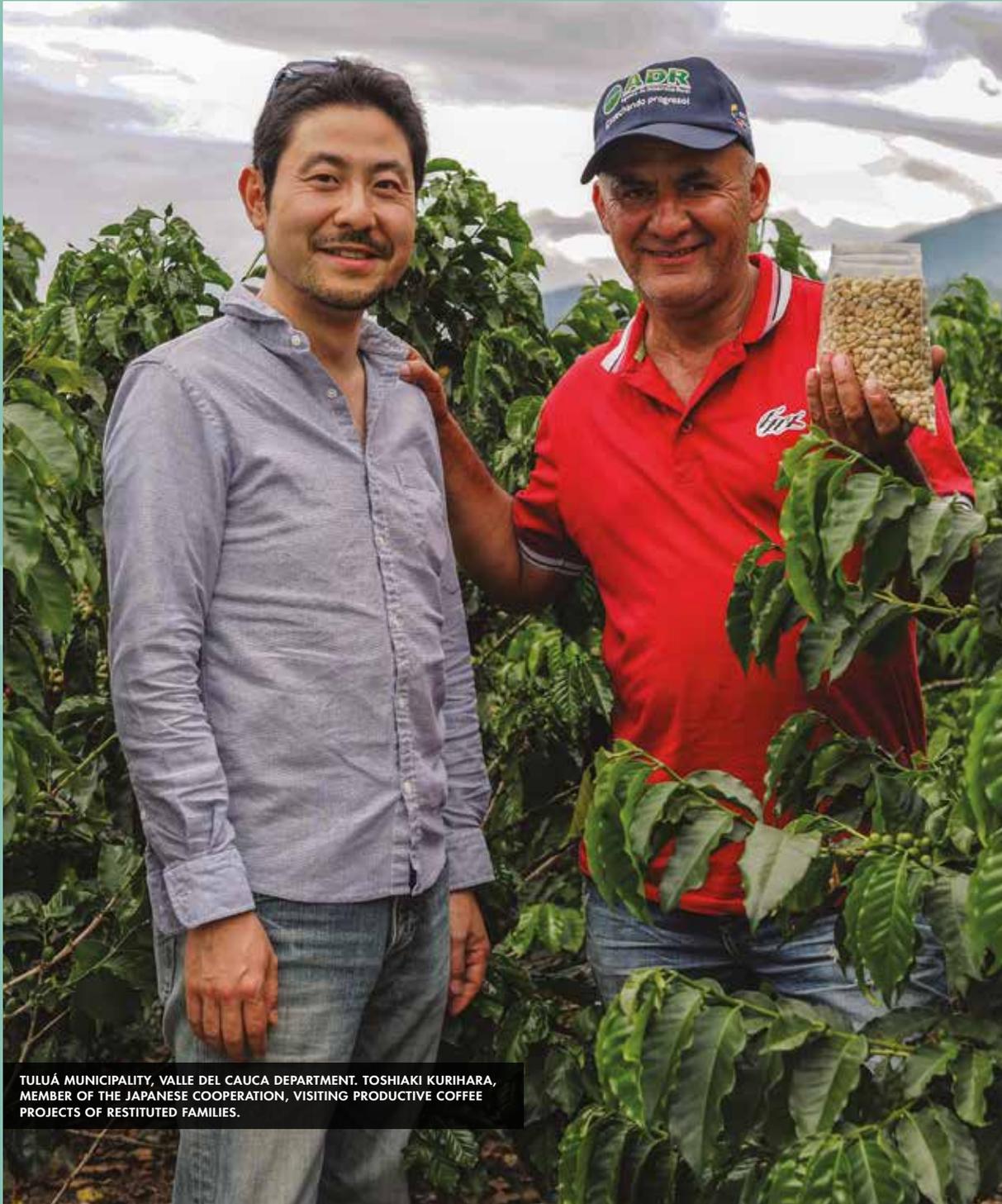
CONTENT

GLOSSARY	22
ACRONYMS	34
INTRODUCTION	38
THE PROGRAM OF PRODUCTIVE PROJECTS OF THE LAND RESTITUTION UNIT	44
SUPPORT METHODOLOGY	47
Design phase.....	48
Implementation phase.....	53
PROGRAM COMPONENTS	61
Technical-productive guidelines.....	63
Environmental guidelines.....	69
Social-entrepreneurial guidelines.....	72
Commercial and market guidelines.....	76
Strategy for gender mainstreaming.....	79
2012-2019 PROGRAM RESULTS	82
INTERNATIONAL COOPERATION IN THE DESIGN AND IN THE IMPLEMENTATION OF PRODUCTIVE PROJECTS - JICA CASE	88
Social integration strategy for victims of violence.....	91
Collaboration (association) towards social integration.....	93
Participatory development	94
Livelihood improvement approach.....	98
SUCCESS EXPERIENCES OF THE PROGRAM	101
Success stories about environmental strengthening	105
Livestock in silvopastoral systems.....	105
Bio factory of organic fertilizers.....	107
Success stories around female empowerment	109
Coffee production in Ataco, department of Tolima.....	109
Coffee production in Montebello, department of Antioquia.....	110
Success stories about the strengthening of community participation	112
Production and marketing of chili pepper, passion fruit and banana with community irrigation.....	112
Consolidation of community processes - planting blueberries and vegetables.....	115
Success story about the development of clean production	118
Development and commercialization of organic supplies by the bio factory plant.....	118
Success story about strengthening the coffee value chain	120
Success stories around commercial empowerment	123
Production of gulupa for export.....	123
CONCLUSIONS	126

ACKNOWLEDGEMENT

 On behalf of Japan International Cooperation Agency (JICA), I would like to take this opportunity to congratulate the publication of Productive Projects of Land Restitution in Colombia.

After a half-century of conflict, Colombian people decided to reach Peace Accord in 2016. It was a remarkable progress in the history of Colombia as well as the history of human beings since it was one of the longest conflicts in modern time. I fully pay my respect to the people of Colombia for their brave decision, recognizing hardship and difficulties that people have in mind through their previous experiences during the conflict. Co-existence is easy to say, but difficult to realize. Nevertheless, people of Colombia dare to choose it. I would also like to convey my deep respect to Land Restitution Unit (URT) and relevant authorities in Colombia for their dedicated efforts to support returnees for their sustainable livelihood after land restitution. Despite uncertain and unsafe circumstances, URT staff have done tremendous works along with returnees and encouraged them to create socially harmonized communities.



TULUÁ MUNICIPALITY, VALLE DEL CAUCA DEPARTMENT. TOSHIAKI KURIHARA, MEMBER OF THE JAPANESE COOPERATION, VISITING PRODUCTIVE COFFEE PROJECTS OF RESTITUTED FAMILIES.

I am privileged to have Mr. Toshiaki Kurihara, a JICA expert, working at URT. URT plays a significant role in improving peoples' livelihood in Colombia. I feel honored to take part in this important process on the forward-looking history of Colombia.

This guidebook illustrates how to support returnees and how to enhance social integration within community, by gathering lessons in the field and extracting tips for success. I hope this guidebook will become a strong and practical driver for advancement of people's lives and promotion of social integration in Colombia.

Cooperation between people of Colombia and JICA is not new. JICA has long connected with people of Colombia under JICA's vision on "Leading the World with Trust". Along with people of Colombia, JICA would like to continue our efforts to promote sustaining peace in Colombia.

KOJI SAKANE

*Senior Director Office of Peacebuilding and Reconstruction,
Japan International Cooperation Agency (JICA)*

The JICA Colombia office was established since 1980 and its cooperation policy aims at contributing to sustainable socio-economic development with equity. The priority of the execution of its technical cooperation is the strengthening of human capital through the transfer of technology and knowledge to address relevant issues agreed with the Colombian Government in terms that its impact can be applicable and sustainable over the time.

As a result of the signing of “Final Agreement for End of Conflict and Construction of a Stable Peace” and the land restitution processes for victims of dispossession and forced displacement led by the Colombian Government, JICA considered as high priority the URT’s request to send a Japanese expert with experience in rural development programs, to allow the URT to improve the operation and to restart the livelihood project of returned victims. Through the strengthening of the productive projects by the implementation of marketing strategies, management of associativity, innovation and productivity improvement aimed for the generation of social restoration and improvement of the life quality of the returned families on their communities.

This document is the result of the joint experience that the Japanese expert Toshiaki Kurihara has developed together with the URT work team, related institutions and communities prioritized for their cooperation work during the period from May 2017 to April 2020. We hope this valuable material will serve as a reference and development model for other Colombian entities and rural communities throughout the Colombian territory.

NAOKI KAMIJO

Resident Representative JICA Colombia



MUNICIPALITY OF BUGALAGRANDE, VALLE DEL CAUCA DEPARTMENT.
ORGANIC SUPPLIES PRODUCED IN THE BIOFACTORY CREATED BY THE
MORENA COMMUNITY FOR THE PRODUCTION OF ORGANIC COFFEE.



MUNICIPALITY OF BUGALAGRANDE, VALLE DEL CAUCA DEPARTMENT. VISIT OF THE URT AND THE JAPANESE COOPERATION TO RESTITUTED FAMILIES.

ASSOCIATIONS, A WAY TO BE MORE COMPETITIVE

Land restitution in Colombia is a transformative policy that seeks to return land to farmers and ethnic communities that were victims of dispossession and forced displacement due to violence in the country. Furthermore, it facilitates the reconstruction of family life projects and of the social fabric of these communities through the implementation of productive initiatives in the territories where it operates.

In this path for repair and transformation, the Unit looked for allies and found the Japan International Cooperation Agency (JICA), which has played a very important role in the sustainability of the restitution process in different parts of Colombia that had suffered the war, for example in La Ceja and Montebello, in the department of Antioquia; Trujillo, Bugalagrande, San Pedro and Tuluá, in the department of Valle del Cauca; and La Palma, in the department of Cundinamarca.

The Land Restitution Unit and the families benefiting from the policy have only gratitude with JICA and with Mr. Toshiaki Kurihara, an expert in rural development, who was sent by the Japanese cooperation to work with this noble cause for the comprehensive reparation of the rural women and men in our country, Colombia.

This text highlights the operation and results of the Program for Productive Projects of the Land Restitution Unit, team in charge of the design and implementation of rural entrepreneurships to allow Colombian families to generate income and by doing so to contribute with the improvement of their living conditions and strengthening of their rural economy.



MUNICIPALITY OF MONTEBELLO , DEPARTMENT OF ANTIOQUIA.
RESTITUTED FAMILY THAT PRODUCES AND MARKETS ORGANIC COFFEE.

This document was developed to share some experiences of the socioeconomic and productive integration of the families and of the rural communities benefiting from the land restitution process; it is also expected that it will be used as a guide to be used by other organizations seeking to apply a model for the implementation of productive projects in the field; and finally, it seeks to make visible the work carried out with the Productive Projects, thus showing the fruits of this agreement, between the Land Restitution Unit and JICA.

Throughout the text, it is explained how the Japanese cooperation worked towards strengthening the association and promoted the participation of actors such as women and youth through the “life improvement” strategy, an initiative that seeks the well-being of families and communities with the optimization of resources, learning, teamwork and the improvement of intra-family relationships. In addition, it reflects successful projects such as an organic fertilizer biofactory, an example in the country; and the construction of nurseries for the germination of coffee subspecies, among others.

These examples demonstrate that articulation and teamwork are fundamental for the success of the processes of integral reparation of the victims, it also shows that Colombia is achieving the objective of transforming its territories and improving the quality of life of those who once suffered the ravages of war. Our restitution families are writing a new story, today they are farmers in the countryside, they are cultivating the land and contributing with the care of the environment and of their communities.

ANDRÉS CASTRO FORERO
Managing Director of the Land Restitution Unit

RURAL WOMEN AND ACCESS TO LAND

The restitution of land in Colombia has allowed the reconstruction of life projects of thousands of farmers and ethnic communities who were victims of violence. Although this scourge focused on the rural areas of our country, without distinction of gender, Colombian women were the main victims.

As a consequence from violence, several women were widows; mothers head of household; single women with no knowledge of land or resource management; and some displaced in large cities. However, all these situations that they had to face, currently have a leading role in the restitution processes.

Since 2013, the Land Restitution Unit created a special access program for women and as of this year they began to guarantee their property rights as victims. For the first time, the restitution public policy included a gender approach in its process, managing to reduce the gaps between different population groups and allowing women to have access to benefits and opportunities in an equitable way.

This being the case and as an example, when the application for restitution is filed by a man, the court orders joint titling, that is, his and his partner's, to prevent the man from dispossessing his partner. In addition to being holders of land rights, women are also empowered to undertake productive projects, work the land and transform their lives.



INSPECTION EL PLACER, MUNICIPALITY OF VALLE DEL GUAMUEZ, DEPARTMENT OF PUTUMAYO. DELIVERY OF AN ALTARPIECE FOR RESTITUTED FAMILIES IN THE MIDDLE OF ORGANIC PEPPER CROPS.



MUNICIPALITY OF MONTEBELLO, DEPARTMENT OF ANTIOQUIA.
WOMAN WITH RESTITUTED LAND THAT STARTED THE LEGACY
IN HER FAMILY FOR THE EXPORT OF COFFEE.

The guide that you will read below shows this fact, presents some examples of cases of women beneficiaries of the restitution process who are demonstrating that they have the capacities to be entrepreneurs, assume leadership roles, contribute with the development of their communities and with the economic reactivation of the Colombian rural areas.

The Japan International Cooperation Agency (JICA) understood how important it is to support women in Colombian rural areas who recovered their land after the violence, and in coordination with the Land Restitution Unit, empowered them to lead productive projects and help them not only to carry out the traditional roles that related them with housework and parenting.

The work of the cooperation agreement reached important achievements in this area, for example, the consolidation of groups of rural women such as the Asociación Agroindustrial de Mujeres (Agroindustrial Association of Enterprising Women) of Montebello (AMEM), who produce artisan coffee, in the southwest of the department of Antioquia. In this text you will read about the work carried out by these exemplary women, work that has already borne fruit, since the high-quality grain has been exported to countries such as Spain.

We trust that the restitution process will continue to find friendly hands along the way, such as JICA, and that the results achieved with international cooperation will continue to inspire women victims of violence to believe in their capacities and, together with the government institutions, to contribute towards equitable development of society and the transformation of Colombia's countryside.

MARCELA MORALES CALDERÓN
Deputy Director of the Land Restitution Unit



GLOSSARY

AFFIRMATIVE OR POSITIVE ACTIONS

Policies or measures aimed at favoring certain people or groups, in order to eliminate or to reduce social, cultural or economic inequalities and ensure that, members of a group that are underrepresented and have been discriminated against, have a greater representation or inclusion (Judgments C-371 of 2000 and C-964 of 2003).

A

AMOUNT GRANTED FOR THE IMPLEMENTATION OF THE PRODUCTIVE PROJECT

It is the economic benefit, non-refundable, under the Program of Productive Projects of the Unit, aimed at recovering the productive capacity of the rural properties restored or given in compensation, within the framework of Law 1448 of 2011, or as a measure for the recognized second occupants. It is aimed towards strengthening family and local capacities of the participants, as well as fostering new skills and opportunities that result in income generation and in the improvement of the quality of life of the family groups that are the beneficiaries of the land restitution.

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B

BENEFICIARIES

Those family groups to whom, in the context of a judicial ruling, the fundamental right to land restitution has been recognized, either through the legal and material restitution of a rural property or, failing that, through compensation with a property with an environmental or economic equivalence, in rural areas, and, as a consequence, they would have been ordered to implement a Productive Project.

Beneficiaries are also those beneficiaries who have been recognized as second occupants and have been ordered to implement a productive project as a measure.

CARE ECONOMY

It refers to unpaid work performed at home, related to the maintenance of the home, care for other people in the home or in the community, and the maintenance of the paid workforce, in accordance with Article 2 of Law 1413 of 2010. For the design and implementation of productive projects it is important to analyze that the participation of rural women in the farmer, family and community agriculture ranges between productive and reproductive work.

C

F FAMILY AGRICULTURAL UNIT - UA

Basic productive initiative of agricultural, livestock, aquaculture or forestry production conformed by a property, whose size, according to the agroecological conditions of the area and with adequate technology, allows the family to receive a payment for their work and have a capitalizable surplus that contributes towards starting their estate.

FAMILY GROUP

People who make up a family and are recognized in the restitution court order as beneficiaries of the rights.

HARVEST, AND SELL FOR SURE

Strategy of the Ministry of Agriculture and Rural Development - MADR aimed at improving the income and quality of life of Colombian farmers, with which progress is being made in the creation of a rural area with greater equity. It directly connects producers with agribusiness and commerce, ensuring the early sale of their crops before planting, quality raw materials and healthy food at affordable prices.

H

J JOINT MANAGEMENT ACCOUNT

It is the bank account, opened at Banco Agrario de Colombia S.A., for the management of the resources of the amount granted for the implementation of the productive project, which has the nature of joint management between the representative of the chosen productive project(s) and the representative of the Compliance Group of Court Orders and Institutional Articulation of the Unit (COJAI).

J



MUNICIPALITY OF MONTEBELLO, DEPARTMENT OF ANTIOQUIA. RESTITUTED WOMAN AND COFFEE ENTERPRISE IMPLEMENTS ENVIRONMENTALLY FRIENDLY ORGANIC PROJECTS.

LAND

In accordance with the provisions of article 2.15.1.1.2 numeral 12 of Decree 1071 of 2015, is the property constituted as an individualized spatial unit, preferably through unique geographical or flat coordinates, with boundaries and other characteristics that allow its singularization, of which the constructions and land uses are part of.

L

P

PROJECT OPERATING COMMITTEE

It is the committee created at the beginning of the implementation of each productive project, whose nature is to serve as a decision-making tool for the purposes of the financial execution and technical monitoring of the projects.

REPRESENTATIVES OF THE FAMILY GROUP

People chosen by the family group (maximum two) to act as spokespersons before the Unit in matters related to the Productive Projects Program.

RURAL PROPERTY

In accordance with the provisions of article 2.15.1.1.2 numeral 12 of Decree 1071 of 2015, is the property located outside the urban perimeters, in accordance with the regulations of land use planning, either the Scheme of Territorial Planning - EOT, the Basic Territorial Planning Plan - PBOT or the Territorial Planning Plan - POT.

R

RURAL PRODUCTIVE PROJECT

Set of activities, organized in a certain period of time, and of financial, human and technological resources, formulated from an exercise in consultation, planning, approval and execution, which involves the combination of the different means of production to implement new productive areas or strengthen existing ones, in agricultural, livestock, fishing, aquaculture, and forestry and ecotourism activities, in rural properties, involving the permanent participation of the family group beneficiary of the judgement.



S

SECOND OCCUPANT

It is a natural person recognized in a judicial order, who exercised or is exercising a legal relationship of ownership, possession or activities on vacant lots, of a property requested in land restitution. For its recognition, it must prove that it does not have a direct or indirect link with the facts that led to the dispossession or abandonment, as well as its socio-economic vulnerability and dependence on the property, for which attention measures determined by the judicial authority can be declared.

SUBJECTS OF SPECIAL PROTECTION

People who, due to their specific physical, psychological or social condition, deserve affirmative state action for the purpose of achieving real and effective equality. It is considered that the legal basis of the subjects of special protection, is the principle of equality enshrined in article 13 of the Political Constitution. Within the framework of the restitution policy, the participation of women, in terms of equity, will be promoted, in particular, to achieve uniformity in the profits of the productive projects.

TECHNICALLY SUITABLE PROPERTY

Property that meets with the technical variables that allow to implement a productive project, according to the use and treatments of the soil or other current tools for the land use, which is free of environmental and risk restrictions, in accordance with the certifications issued by the competent authorities, and that has a minimum exploitable area and that is in a rural area.

T

TIME FRAME FOR THE INVESTMENT

Programming of activities within the formulated productive project, in which the requirements of the productive line and where the disbursements for the acquisition of goods and services are related.

LIST OF ACRONYMS

ADR	Rural Development Agency
ALBAZUL	Association of Agricultural Producers of the village of El Albarico, municipality of El Zulia
ASOCAMILA	La Camila Association
AMEM	Agroindustrial Association Women Entrepreneurs of Montebello
APC	Presidential Agency for International Cooperation of Colombia
ASOCANOAS	Agricultural and farmer Association
BPA	Good Agricultural Practices
CODECHOCÓ	Regional Autonomous Corporation for the Sustainable Development of Choco
CORNARE	Regional Autonomous Corporation of the Basins of River Negro and Nare
CORPOURABÁ	Corporation for the Sustainable Development of Urabá
EOT	Territorial Planning Scheme
ETPP	Productive Projects Technical Team
ICA	Colombian Agricultural Institute
JICA	Japan International Cooperation Agency
MADR	Ministry of Agriculture and Rural Development
NBHs	Basic Human Needs
PBOT	Basic Land Use Plan
POT	Land Use Plan
RSPP	Livestock Sanitary Registry
RTDAF	Registry of Deprived and Abandoned Land
UPRA	Rural Agricultural Planning Unit
URT	Land Restitution Unit



MUNICIPALITY OF SAMANÁ, DEPARTMENT OF CALDAS. RESTITUTED WITH PRODUCTIVE PROJECTS OF COFFEE, CASSAVA, BANANA, BEANS AND LIVESTOCK.

INTRODUCTION

Based on the recognition of violence in Colombia, in terms of transitional justice, land and restitution rights, the State, within the legal and political framework, has recognized the need to consolidate an institutional framework that focuses its efforts on the creation and implementation of programs that meet the needs of the victims.

In this sense, the Constitutional Court has established, as a foundation for the reparation of the victims, the satisfaction of basic needs, which include access to decent housing, food security for the family, education and health, among others, including not only the population benefiting from restitution but also to the second occupants.

Likewise, the legislative branch, in response to the problems generated by violence, enacted Law 387 of 1997, "By which measures are taken to prevent forced displacement; the attention, protection, consolidation and socioeconomic stabilization of internally displaced people due to violence in the Republic of Colombia" and, later, Law 1448 of 2011, "By which comprehensive care, assistance and reparation measures are issued for the victims of the internal armed conflict" and this one arises as a response to the requests of the Constitutional Court that, in a follow-up order No. 008 of 2009, urged the Colombian State to " III) Design and implement a special mechanism to receive, process and resolve claims for restitution of land of victims in relation to abandonment or deprivation, taking into account the different forms of legal relationship of the displaced population with the abandoned properties (property, possession, etc.)".

This is how the Land Restitution Unit - hereinafter URT or Unit - was born, with Law 1448 of 2011 that creates a legal procedure to reconstitute the land of victims of dispossession and forced abandonment between January 1, 1991 and the term of validity of the Law.

The purpose of the Unit is to give support to the victims during their reparation process, specifically the recovery of their properties and the return of the guarantees of their rights through the opportunity to rebuild their productive lives.

The land restitution policy then seeks to reestablish the violated rights through a preferential reparation mechanism, which has two stages: one of an administrative nature; and another of a judicial nature.

The administrative stage corresponds to the registration in the Registry of Deprived and Abandoned Lands Forcefully - hereinafter RTDAF- which is the responsibility of the Special Administrative Unit for Land Restitution Management (UAEGRTD or URT). The registration process begins with the application for registration done by the victim and ends with an administrative act that defines the decision of inclusion or exclusion of the RTDAF, after verification of compliance with the minimum requirements established in articles 12 and 17 of Decree 4829 of 2011 for such inclusion. At this stage, the identification of the victim and the land deprived or abandoned is made, so that, after registration, the applicant has the possibility of submitting a request for restitution to the judges or magistrates of land restitution.

The request can be submitted directly by the victim or through a legal representative, in which case, he/she can go to the URT using a document called "request for representation" that gives rise to the appointment of the lawyer who will represent that person in the process. At the judicial stage, the judge or magistrate issues a sentence in which the fundamental right to land restitution is recognized or denied, without this being the end of the process, considering that, together with the right to legal and material restitution of the land, other fundamental rights are recognized and complementary measures are granted to comply with the ordinance.

This stage also includes complementary measures to the restitution of material land rights, such as (i) access to the housing subsidy that may arise; (ii) implementation of productive projects; and (iii) implementation of complementary measures.

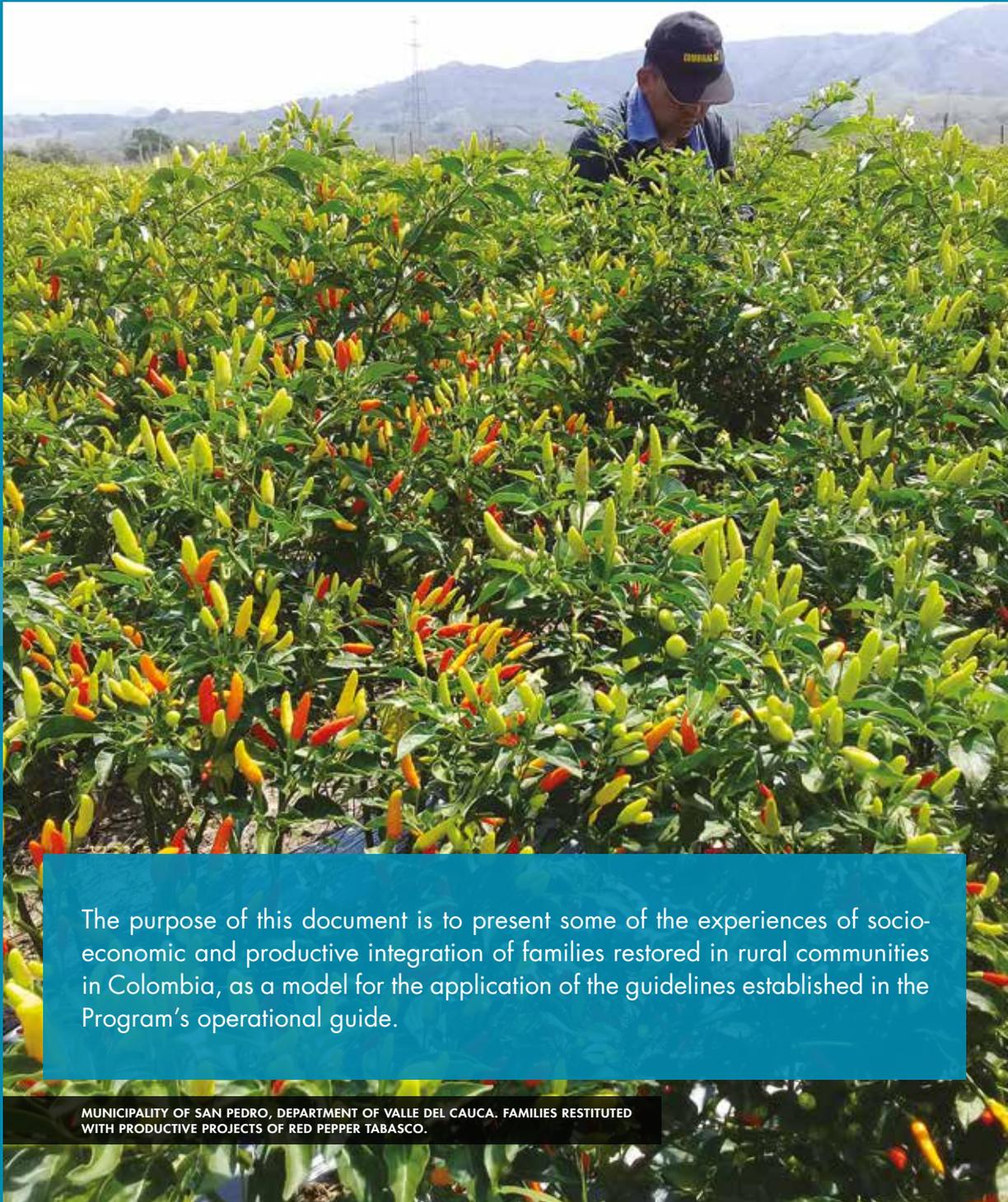
Although it is true, the norm does not expressly contemplate additional stages to those mentioned, it is necessary to refer to a third one called compliance with court orders or post-ruling, derived from the purpose of the same Unit. Part of the orders issued are addressed to the Land Restitution Unit and the sustainability of the right that is the object of restitution depends on its efficiency in the implementation. The measures that are favorable for its sustainability, as mentioned before, are those related to relief of liabilities, access to services, provision of decent housing and support for the implementation of productive projects, among others.

In compliance with these measures, the URT has established what can be considered a third stage in the restitution process, also understanding that the Law establishes that the same land restitution judges are the ones who must follow up to the status of compliance with the rulings of the 5,584 individual route judgements issued from 2012 to December 31, 2019.

Derived from the judgements issued by the judicial body, it is ordered, in particular, to have the Land Restitution Unit complying with direct and complementary measures in the following action lines: prioritization of housing subsidies, productive projects, compensation, attention to second occupants and liability relief.

With a cut-off date as of December 31, 2019 and for the purposes of this publication, a total of 25,410 orders issued and addressed to the Unit are registered, of which 8,351 correspond to orders for the implementation of productive projects as a guarantee of entrenchment, generation of income and food security of the people restored.

These guidelines are aimed towards an efficient application of the resources (human, technical, environmental and financial) destined within the Program of Productive Projects to seek the optimization of income generation that results in the improvement of the living conditions of the beneficiaries, based on productive initiatives that contribute with the socioeconomic sustainability of families.



The purpose of this document is to present some of the experiences of socio-economic and productive integration of families restored in rural communities in Colombia, as a model for the application of the guidelines established in the Program's operational guide.

MUNICIPALITY OF SAN PEDRO, DEPARTMENT OF VALLE DEL CAUCA. FAMILIES RESTITUTED WITH PRODUCTIVE PROJECTS OF RED PEPPER TABASCO.

In this regards, four chapters are distributed as follows: a first chapter in which the Program of Productive Projects is presented, the development methodology of the two phases that compose it (design and implementation, with their corresponding stages), the components of the program, defined by the technical-productive, environmental, socio-business, commercial and market guidelines, and the mainstreaming strategies of the gender and social integration approach for victims of violence; a second chapter in which the results of the program are presented from the beginning until December 31, 2019; a third chapter that presents the relationship of experiences identified as successful stories, each of them around the strengthening or empowerment of at least one of the established guidelines; and, a final chapter in which a relationship is made related to the importance of International Cooperation in the implementation of this program and, more specifically, the role played by the Project of Commercial and Associative Strengthening of the Productive Projects for the Victims of Violence between the URT Land Restitution Unit and the Japan International Cooperation Agency -JICA.

To respond to these orders, within the Unit, a technical team of Productive Projects (ETPP) is created, belonging to the Order Compliance and Institutional Joint Group - hereinafter COJAI, working towards its compliance. This team is formalized with Agreement 46 of 2019 issued by the Board of Directors of the Land Restitution Unit: "By means of which the general criteria for the fulfillment of judicial orders issued by judges and magistrates of land restitution are established, and related with the implementation of the Productive Projects Program of the Unit", and an Operational Guide is developed to define the technical and operational guidelines for the design and implementation of the Productive Projects Program for the beneficiary families and second occupants of the policy of land restitution of Law 1448 of 2011.

An elderly man with a weathered face, wearing a light-colored hat and a dark, patterned short-sleeved shirt, stands in a rustic kitchen. He is holding a green plastic basket filled with brown eggs. A yellow and white striped towel is draped over his shoulder. The background shows a rustic wooden structure and a window looking out onto a lush green landscape. The overall scene is brightly lit, suggesting a sunny day.

THE PROGRAM OF PRODUCTIVE PROJECTS OF THE LAND RESTITUTION UNIT

MUNICIPALITY OF ATACO, DEPARTMENT OF TOLIMA. BENEFICIARY OF RESTITUTION
WITH POULTRY PRODUCTIVE PROJECTS.

This program, which is part of the attention and reparation measures aimed at the productive recovery of the properties subject to restitution, seeks to provide support and income generation options for the beneficiary families, in compliance with a court order issued by a judge or magistrate of land restitution.

Once the land restitution takes place, the socio-economic sustainability is promoted through the implementation of production systems according to the agro climatological, logistic and commercial dynamics of the region. These measures contribute in an integral manner with the effective reparation, the compensation of the damages caused, the sustainable integration of the restituted within the productive system of the country, the prevention of new abandonments, underutilization and / or subsequent negotiations of the land at prices below the commercial ones.

The program is a scheme of non-reimbursable financial support and technical support, which is used by family groups that are subject to receive support in the design of the productive plans, and to have access to the necessary financing and technical monitoring that will allow them to rebuild their livelihoods in the restored territories.

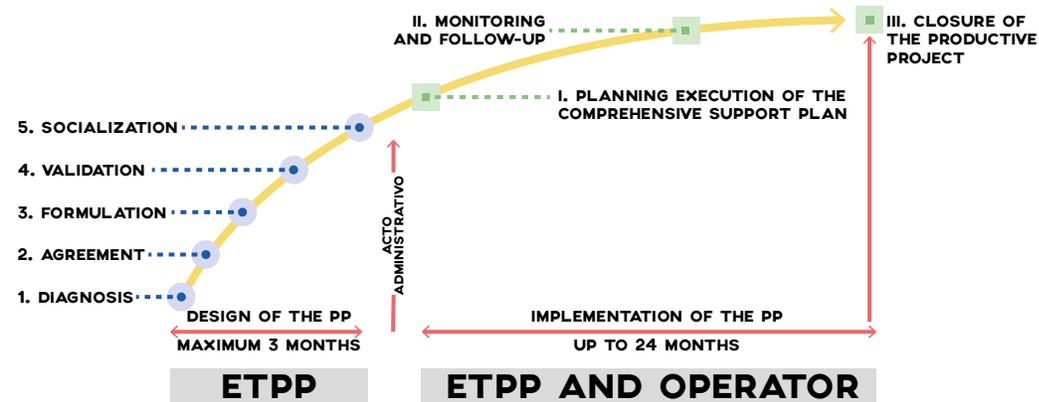
In its comprehensive approach, the beneficiaries of the restitution who have access to the program receive support in: information to guide their productive decisions, specialized formulation services, business development services, technical, commercial and financial support to enable the implementation of projects oriented to the market, and access to other development policies or initiatives that favor the sustainability of the projects in the short, medium and long term, and therefore, for the sustainability of the restitution process.



SUPPORTING METHODOLOGY

The Law 1448 of 2011, as primary document, Agreement No. 46 of 2019 of the Governing Board of the Special Administrative Unit for the Management of Restitution of Deprived Land and the operational guide, as guiding documents of the methodological process for the development of productive projects, show the correct execution of the phases and stages foreseen in the program, establishing the strategy for the development of these within the framework of the compliance with the judicial orders for land restitution.

The operation of the program is conceived in two phases: (i) The Design, which includes five systematic stages, and whose objective is to determine the best productive options for the beneficiary family; (ii) Implementation, which covers three simultaneous stages, with the purpose of establishing the designed project and capacity building through the comprehensive support plan.



GRAPH 1. DIAGRAM OF THE OPERATIONAL MODEL OF THE PROGRAM FOR PRODUCTIVE PROJECTS OF THE LAND RESTITUTION UNIT.

DESIGN PHASE

The objective of this phase is to design productive projects that will contribute towards the improvement of the socio-economic level of the population benefiting from the productive projects of the Unit, strengthening the family economy, aiming towards an equitable distribution of income and improving their food security.

For this, a strategy is proposed, to support the formulation of productive projects so that families are capable of overcoming the limitations that exist to have access to the institutional offers for the promotion, financing and support of the productive initiatives, which are achieved through the guidance and support given by a specialized and experienced technical team from the different sources of support of the State entities.

Additionally, in the design phase it is possible to bring families closer to the areas of agri-food, agro-industrial markets and productive chains, through the interruption of the intermediation chains or by improving their participation in them, so that the producers benefiting from this program can improve their income and their quality of life.

The design phase begins with the verification of the application requirements, once the restitution judgement has been notified and executed, and has an expected duration of up to three (3) months, which may be extended for twice the term due to technical, environmental and public order situations. It is the responsibility of the ETPP to verify compliance with the following requirements:

The property must be located in a rural area, a condition that must be certified by a competent official of the territorial entity where the project is to be executed. It should be noted that it cannot be located in an area that presents a high non-mitigable risk and that the proposed project is consistent with the use and treatment of the land, in accordance with the territorial planning instrument (Land Use Plan (POT), Basic Land Use Plan (PBOT), or Territorial Planning Scheme (EOT)).

The property must be technically suitable and cannot have any restrictions that prevent the implementation of a productive project.

The beneficiary family group must have the material enjoyment of the property subject to restitution or given in compensation or as a measure of attention for a productive project for the second occupants.

The family group, through their representative, must express the desire of wanting to have access to the implementation of the productive project offered by the Unit.

Within the conditions for the attention of the orders for the implementation of productive projects, contained in the judicial restitution orders, it is established that the processes must be executed in the restored or compensated plots, unless the judges and / or magistrates establish otherwise in the framework of the restitution.

The family groups that are beneficiaries of the judicial restitution of the recognized land, with a measure of attention for a productive project, can only be benefited one time, regardless of the number of goods that are restored, compensated or given as a measure of attention, unless that in judicial providence the opposite is indicated.

Similarly, it is the responsibility of the ETPP to develop the five stages that cover the design: diagnosis, agreement, formulation, viability and socialization.

1

DIAGNOSIS

Corresponds to the set of activities aimed towards collecting primary and secondary information to identify:

- The socio-economic characteristics of the family group.
- The agricultural vocation of the family group.
- The physical and environmental characteristics of the property subject to restitution and / or compensation.
- The agricultural aptitude of the soil according to the recommendations contained in the Land Use Plan and the planning instruments of the sector, as well as those established by the Unit of Rural Agricultural Planning - UPRA in the matter of agricultural productive use.
- The information related to the characteristics of the markets of the agri-food products of the area where it is located.

2

AGREEMENT OF THE PROJECT

The ETPP presents to the family group the productive options that can be formulated in the property object of attention, bearing in mind:

- Physical and environmental characteristics of the property.
- Socio-economic characteristics and agricultural vocation of the family group.
- Diagnosis of the productive dynamics of the region.

5

SOCIALIZATION

The designated professional of the ETPP informs the beneficiary and his/her family group of the final project model. Here, he/she will share the agreed line, the necessary inputs to develop the activities and the proposed technology, ending with the consent granted by the participating family, through the approval signature and that gives viability to the project.

IMPLEMENTATION PHASE

When the design phase ends, the General Subdirectorate issues an administrative act, through which the orders of the judges and magistrates of land restitution related to the implementation of productive projects are fulfilled. Once the act is issued, the implementation phase begins, and has a duration of up to twenty-four (24) months from the moment from the moment in which the money has been transferred by the Unit to the account of the representative of the project.

The objective of this second phase is to strengthen and install capacities in the producers for the development of their productive project, through a comprehensive support. It includes the stages of (i) planning and execution of the comprehensive support plan; (ii) follow-up of the mentioned plan; and (iii) completion of the productive project.

FORMULATION

The designated professional of the ETPP conveys the business idea, agreed with the beneficiaries and their family group, in a tool arranged for this purpose, with the purpose of modeling the productive entrepreneurship.

3

4

VIABILITY OF THE PROJECT

The ETPP evaluates the technical, financial and environmental aspects, to recommend to the General Subdirectorate the financing and implementation of the productive project.



MUNICIPALITY OF BUGALAGRANDE, VALLE DEL CAUCA DEPARTMENT.
BIOSUPPLIES FACTORY FOR THE CREATION OF ORGANIC FERTILIZER.

A

PLANNING AND EXECUTION OF THE COMPREHENSIVE SUPPORT PLAN

Consists of the identification and development of the activities that will be executed within the framework of the implementation, contemplating socio-entrepreneurial, environmental, technical-productive, associative, commercial aspects and of technical assistance (aspects directly related to the program components detailed in a later section of the document). All of the above taking into account the application of the gender and social integration approach for victims of violence to the process.

During this stage the activities and the investment of the resources tending for the execution of the project are programmed, including the technical needs of the productive lines and the financial structuring of the design phase. In the same way, the capacity assessment is carried out for each of the families, with the objective of identifying the strengthening needs in the socio-entrepreneurial, commercial, associative, technical-productive and environmental management components for the development of the productive project.

Based on this assessment, the comprehensive support plan for the implementation of the designed project is defined, which is developed through visits made by the ETPP to the property and the family. In this stage, the resources for the acquisition of the goods and services corresponding to the specifications included in the formulation document and the schedule established for the investment are executed.

The mechanism for the acquisition of goods and services is under an established procedure, in which the representative(s) of the family group and who represents the ETPP, conform an operational committee, through which they specify the purchase criteria - the suppliers of the goods and services established in the business model are defined as well as the appropriate moment for the acquisition - and in this way the programming of the disbursement of resources is done.

It is the responsibility of the beneficiary family to quote with the local suppliers the goods and services that are established in the design - at least three quotations - and, subsequently, the operating committee makes the purchase decision based on the quotations. This mechanism allows greater transparency in the transfer of resources to suppliers, as well as the decision-making capacity of the producer. The selection of the supplier takes into account the best offer -in price and quality-, along with other decisive factors such as after-sales service or guarantees, and the place of delivery or those determined by the committee at the time of making the election.

This action reinforces in the producers the use of the tools that will subsequently help them when making decisions of this type, as well as those related to activities with financial institutions, which includes the money for the suppliers. As of this moment, there is a commitment from the producer side or project representative in order to carry out the activities related to the disbursement and the support given by the other members of the committee for the control of the investment and for the technical guide for the proper execution of the resources owned by the beneficiaries.

For the purchase of farm animals, there are veterinary clinical analysis and diagnostic protocols that should be followed seeking to guarantee the quality of the acquired animals, as well as to comply with zootechnical parameters, in accordance with the technological packages designed. Similarly, for the acquisition of plant material, the origin is verified, and such plants must come from certified nurseries, to guarantee the quality of the acquired genetic material.

B FOLLOW-UP OF THE COMPREHENSIVE SUPPORT PLAN

This stage consists of the technical, financial and strategic verification with the fulfillment of orders, designed projects and components. The compliance review of the planned activities for the comprehensive support is carried out, showing the technical and financial advances of the proposed design. According with the findings of the review, if there is the need, time should be used to take corrective actions or to generate recommendations and alerts, to ensure the compliance with the objectives of the project as was previously established.

The verification of the activities carried out in the framework of the comprehensive support of the productive project is done through random visits carried out to the beneficiary projects, to verify the relevance of the actions carried out in the project and with the compliance on the side of the beneficiaries regarding the objectives proposed in the planning and during the implementation stage of the comprehensive support plan.

C COMPLETION OF THE SUPPORT GIVEN TO THE PRODUCTIVE PROJECT

The support of the project ends when any of the following situations takes place:

- Expiration of the term defined for the implementation phase of up to 24 months.
- Order issued by a judge or magistrate.
- Sale of the property.

At that time, the finalization document will be signed by the representatives of the family and of the Unit.

The projects are declared closed after the implementation phase when: the participating families have completed the comprehensive technical support plan; the dispersed resources have been fully executed and the account for their management has been closed; the goods and services specified in the project document have been acquired and / or received to the satisfaction of the participant and its financial execution is legalized.

Finally, the parties involved in the development of the project, (producer and technical partners) generate an operational route that allows them to establish the most appropriate goals and activities for the project, seen as a business plan or life plan for the family, and that tends to be successful, reducing the risks detected. For the above, an appropriate articulation is required between the phases described together with their corresponding stages.

INSPECTION OF EL PLACER, MUNICIPALITY OF VALLE DEL GUAMUEZ, DEPARTMENT OF PUTUMAYO. ORGANIC PEPPER CULTIVATION.





PROGRAM COMPONENTS

MUNICIPALITY OF TURBO, DEPARTMENT OF ANTIOQUIA. FAMILY WITH RESTITUTION OF LAND THAT HARVESTS PLANTAIN AND EXPORTS IT THROUGH THE COMPANY BANACOL.

The operational model of the program is designed in a support scheme of up to twenty-four (24) months, and during this time the beneficiaries will acquire capacities related to each of the components of the program.

The assessment of the progress or stagnation during the development of the project is done through the monitoring of the abilities or skills acquired by the beneficiaries, which are defined based on the guidelines of each category. This can be seen according to the degree of progress during the appropriation of each of the five dimensions:

I **Technical-productive**, it identifies the most appropriate management practices for the technological package designed and for the optimization of its production.

II **Environmental**, promotes the environmental sustainability of the restituted land and of the territory.

III **Partner-entrepreneurial**, promotes the business culture, the administration and sustainability of the projects.

IV **Commercial and markets**, promotes articulation between producers and commerce.

V **Gender mainstreaming**, encourages the active participation of the family group, with special support given to women working in the project, to the community work and to their environment.

TECHNICAL-PRODUCTIVE GUIDELINES

The structuring of the methodology for the projects in the technical-productive scope obeys to its own dynamic and specificities of each territory, reason why, it starts with the analysis of the individual and regional productive context to allow the standardization of the minimum parameters of the intervention, in such a way that they can be tracked and have a continuous improvement during the development of the objectives of the program.

The projects are aimed towards being sustainable agribusinesses following the dynamics of the markets and allowing producers to achieve medium and long-term objectives and goals, generating an effective income and their connection with the market chains for the economic reactivation within the family group, as well as with the dynamism of their territories.

From the technical-productive point of view, it is expected that, with this comprehensive support, the beneficiary will acquire capabilities regarding the following aspects:

1 To define and execute the readiness practices in the plot for the implementation of the productive project in accordance with the investment plan and with the most appropriate technological package for the proper development of their agribusiness.

To set up and effectively execute the activities that the production line requires for its optimal development in line with the technological package designed.

2

3

Recognize the importance of an adequate water resource management and develop actions for its efficient use, so that it is a productive resource within the project.

Monitoring of the management protocols, both for crops and for animals and productive units, to promote a culture of foresight and, thus, minimize the risks that may arise during the implementation of projects.

4

5

Adoption of management guides, health plans, integrated pest management plans and fertilization plans, to allow the matching of the production parameters of the projects supported by the regional reference levels.

Implementing actions for a correct signaling of the spaces, the locative strengthening of storage and classification, the investment in personal protection elements and the establishment of security elements such as fire extinguishers and anti-spill kits, among others.

6

7

In farms with livestock projects, the application of good practices, to increase the sanitary status¹.

1. In order to maintain and improve sanitary status, livestock production and to contribute with food security, the Ica designs and executes official programs for the control and eradication of endemic diseases of national priority that jeopardize the different farm animals that are economically exploitable. Likewise, it designs strategies to declare and maintain zones free of these diseases and contingency plans for endemic diseases of official control. Additionally, the Institute has developed an Authorization System to carry out, through third parties, activities for the programs of official control of the endemic diseases. Taken from: <https://www.ica.gov.co/getdoc/58fda97c-49f5-493e-891f-ce74546c62da/enfermedades-animales.aspx>

8

The adoption and application of Good Agricultural Practices (BPA for its acronym in Spanish), in accordance with the standards defined by the competent authorities:

- Good poultry practices (Res. ICA 3651 and 3652 of 2014).
- Good Swine practices (Res. ICA 2640 of 2007).
- Good beef cattle practices (Res. ICA 2341 of 2007).
- Good dairy cattle practices (Res. ICA 3585 of 2008).
- Good agricultural practices (Res. ICA 30021 of 2017).
- Good aquaculture practices (Res. ICA 20186 of 2016).
- Good beekeeping practices (Guide to good practices in beekeeping Humboldt Institute).

From the beginning, the projects show their production process, addressing:

- The most appropriate technology to be used during the production, defining conventional or conservation route.
- Acquisition of tools needed for the indicated technology.
- Flowchart of the production process.

9



MUNICIPALITY OF BUGALAGRANDE, VALLE DEL CAUCA DEPARTMENT. INAUGURATION OF THE BIOSUPPLIES FACTORY BUILT WITH THE SUPPORT OF JICA.

- Implementation plan that includes aspects such as the variety to be sown, planting density, planting model, cultural work, phytosanitary control work, minimum fertilization work, etc.
- Programming of agricultural and / or livestock practices and of crops.
- Logistic costs
- Price fluctuation.

Through the comprehensive technical support provided by the program, a productive diagnosis of the properties and producers is made, with which the technical and productive status of the projects is determined. In addition, the productive strategy is oriented towards decision-making to improve the technical-productive and sanitary parameters, in accordance with the Good Agricultural Practices (BPA) corresponding to each case.

From the livestock and understanding that the sanitary status is a topic of great relevance, an articulated work is carried out with the Colombian Agricultural Institute (ICA), which is the national authority responsible of the protection of the animal health in Colombia. This agency will help comply with the requirements that allow obtaining health and safety authorization in the farms producing animals for slaughter and human consumption.

The above is achieved with actions such as the Livestock Sanitary Registry - RSPP, review of the compliance with the requirements for the compliance with sanitary safety authorizations and work plans on each of the farms for its compliance.

2. Resolución 20148 de 2016 del Instituto Colombiano Agropecuario, por medio de la cual se establecen los requisitos para obtener la autorización sanitaria y de inocuidad en los predios pecuarios productores de animales destinados al sacrificio para consumo humano.

ENVIRONMENTAL GUIDELINES

During the design and implementation of the productive projects, the farmer is oriented towards following certain agricultural techniques that are essential to obtain greater production and productivity, not only with productive and technological variables but also with environmental variables. This, through a process of knowledge exchange between the technician and the beneficiary, transmitting strategic guidelines that not only result in the environmental sustainability of the restored properties, but that as well, are evident in the territory. It is important to keep in mind that the pillars of sustainability for the elaboration of productive projects are environmental, economic and social (which covers the cultural, social, political, demographic and institutional relations).

From the environmental side it is expected that, with this comprehensive support, the beneficiary will acquire capabilities regarding the following aspects:

1 Development of activities aimed towards the conservation of natural resources.

Promote effective actions in the restituted land and for the proper management of the protected areas and strategic ecosystems.

2

3

Articulate environmental aspects with the competent entities.

Implement productive actions, taking into account that the properties are part of the territory.

4

5

Plan the productivity of the farm taking into account:

- The decrease in deforestation and plant enhancement.
- The reduction of the impacts of the productive line agreed.
- Proper waste management.
- Own strategies that generate the conservation and improvement of the status of the forest, water, soil, etc.
- The development of sustainable systems such as agrosilvopastoral, organic farming, sustainable livestock, among others.



MUNICIPALITY OF CIÉNAGA, MAGDALENA DEPARTMENT. FAMILIES RESTITUTED WITH PRODUCTIVE PROJECTS OF HONEY AND COFFEE.

For the design and implementation of productive projects within the program, the environmental characteristics that the properties may present, as well as the areas of protection that have been established by the competent environmental authorities and the zoning and / or management plans are present. Likewise, sometimes the development of economic activities requires authorizations issued by the competent environmental entity for the use of natural resources without violating the related regulations.

SOCIO-ENTREPRENEURIAL GUIDELINES

This component refers to the application of “effective actions during the development of the socio-entrepreneurial capacities in the families participating in the land restitution;” it has the purpose of helping the family that has obtained the restitution of their land to use their property, as a life project, from the technical and economic support of the Unit. With the above, it seeks to generate a business culture from the productive projects applied to the life projects of the families participating in land restitution.

From the socio-entrepreneurial side it is expected that, with this comprehensive support, the beneficiary will acquire capabilities regarding the following aspects:

1 The beneficiary (understanding the beneficiary as the members of the family group subject to restitution), becomes involved and assumes the productive project as part of his/her life project.

The roles of each of the family members in the productive activities of their property are defined.

2

3 The management of products and by-products of the project are identified.

4

The families and each of their members recognize the economic dynamics, both of their productive project and of the other activities that imply the generation of income and expenses.

The beneficiary has an instrument for the registration of its accounts.

5

6

Each family member knows which are the accounts and their registration form.

A chain of participation is established where suppliers, potential customers, partners, programs and cooperators are identified, each of them valued for their level of closeness and contribution, identifying the necessary actions for the management and articulation to have an effective linking of actors.

7

8

Internal articulation of the family around the productive project and other productive and reproductive activities.

9

The family achieves some level of collaboration or cooperation with other actors of the same level to achieve common goals or profits.

The family has the ability to join associative activities, either formally or informally, and the participation of each family member is analyzed.

10

It is necessary to consider that one of the main limitations in the implementation and proper development of productive projects is directly related to the characteristics, social and psychosocial conditions of the families that have been restituted.

From the standpoint of the implementation of a business idea and its productivity, it has been observed that families rarely feel the formulated project as of their own and, because of this, there is a lack of appropriation, and that is why it shows little interest for a good development. Therefore, the approach of this component is aimed towards overcoming this limitation and bringing beneficiaries closer to community activities and, especially, to the associative type of their territory.



BOGOTÁ. PUTUMAYO'S PEPPER CULTIVATED BY FAMILIES RESTITUTED IN "GAIRA CAFÉ" WITH CHEF GUILLERMO VIVES.

COMMERCIAL AND MARKET GUIDELINES

Through the market component, the idea is to generate knowledge from the dynamics of the productive lines of the people restituted in each region or department, the harvest seasons, the behavior of the prices, the requirements of the buyers in relation to quality, and to generate specific strategies per region and to promote the mechanisms needed to connect the restituted with the productive chains or competitive export activities to improve their income and sustainability of their productive projects.

From the commercial and marketing side it is expected that, with this comprehensive support, the beneficiary will acquire capabilities regarding the following aspects:

1 In their productive initiatives, starting with the productive project, the beneficiary families take into account local, regional and national development policies in the commercial dynamics.

There is an identification and characterization of buyers at territorial level, with the idea of reaching potential trade agreements.

3 The projects, from the formulation stage, have a technical data sheet of the product, identifying the minimum characteristics of quality, frequency of supply and expected quantity.

4

Logistic costs are analyzed to establish the value of placing the product in response with the needs of potential buyers.

The analysis of the fluctuation of prices is carried out during the peaks and valleys seasons of production.

5

6

Differentiating factors are identified and implemented in products with very similar characteristics such as coffee, honey, powdered panela (sugar cane solid byproduct), pepper flavored with turmeric, ginger or lemon, jams and dairy products.

In this same route of design and implementation of productive projects, the commercial component welcomes the guidelines given by the Ministry of Agriculture and Rural Development - MADR on issues related to market access, which seeks to generate the active participation of beneficiaries in public and private scenarios, that support the progress towards having farms with greater equity, promoting the articulation between producers and commerce, identifying the supply and demand per product, providing for the anticipated sale of crops in the marketing channels, networks of commercial trust and long-term business; all these activities will help towards having better income for the restituted population.



MUNICIPALITY OF LA CEJA, DEPARTMENT OF ANTIOQUIA.
LEADER OF THE ASONUEVAMIRAFLORES ASSOCIATION,
ORGANIC BLUEBERRY PRODUCTION PROJECTS.

STRATEGY FOR GENDER MAINSTREAMING



Under the agreement 46 of 2019 the ETPP includes the differential approach as well as the set of affirmative actions that will contribute to reduce the gaps between different population groups and that will generate equality in relation to the access to social opportunities.

The gender approach is understood as the group of traits, behaviors, social responsibilities, activities and expectations, among others, that differentiate women and men in a society. The National Government and the Unit promote the incorporation of the gender approach for the development of the Program for Productive Projects, which allows women and men to be guaranteed to have equal access to decisions, resources and benefits, aimed at establishing relations of equity and solidarity that allow a better development in the productive project.

In this regard, a set of actions has been developed within the framework of the program aimed at overcoming the barriers and difficulties that women will encounter when materializing their priority access to land restitution processes and facilitating their empowerment at the post judgement stage. The foregoing will allow women becoming agents of transformation and of change in their own territories, contributing with the qualification of the technical capacities of women and the empowerment around their economic activities in the countryside.

The strategy for strengthening the gender approach aims to ensure that, with integral accompaniment, the beneficiary acquires capabilities around the following aspects:

1 Recognize the contribution made by women in the agricultural work, making visible the productive and reproductive activities that correspond to the care economy.

2

Increase the levels of appropriation of the gender approach of the people involved in all phases of the process to facilitate the implementation of the instruments, the analysis of the information and the administrative decision making, considering the special conditions faced by rural women.



MUNICIPALITY OF SAN CARLOS, DEPARTMENT OF ANTIOQUIA. BENEFICIARY OF RESTITUTION WITH A PRODUCTIVE PROJECT OF PISCICULTURE.

2012-2019 PROGRAM RESULTS

Between 2012 and 2019 the Unit has delivered attention to more than 4,354 families participating in the Program for Productive Projects, with an investment of \$116,823,935,965 colombian pesos. To achieve this, the operating model was developed, based on a participatory methodology that consults the interests and will of the families and is focused on the offer of incentives with co-responsibility, which allows to achieve the life goals of the restituted.

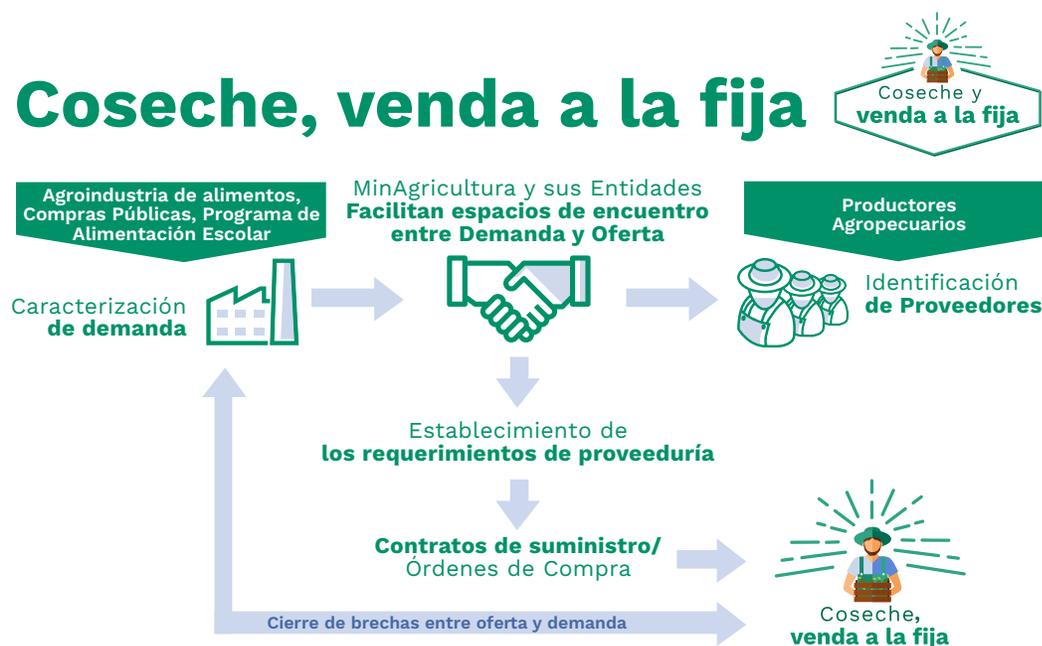
The most important result of the program is the productive reactivation of the 4,354 families served in 34,541 hectares in 171 municipalities in 21 provinces. The main production lines established for the beneficiary families were avocado, cocoa, coffee, sugar cane, yam, tomato, lemon, banana, cattle breeding, dairy cattle, beef cattle, double purpose cattle raising, fish farming, swine farming and poultry farming.

The following table shows, in detail, the number of families served, the value of the investments made and the main production lines in each of the departments in which the program has developed its activities.

PROVINCE	FAMILIES SERVED	DISPERSED INCENTIVES (colombian pesos)	MAIN PRODUCTIVE LINES	
ANTIOQUIA	722	\$19,945,113,786	Coffee	Livestock
			Sugar cane	Fruit trees
ATLÁNTICO	6	\$144,629,650	Fish farming	
BOLÍVAR	420	\$11,119,943,138	Livestock	Corn
			Banana	Cassava
CALDAS	46	\$1,362,315,330	Coffee	Swine farming
CAQUETÁ	2	\$62,287,750	Coffee	
CAUCA	48	\$1,328,852,160	Coffee	
			Pineapple	
			Sugar cane	
CESAR	166	\$5,006,338,697	Cattle raising	Cocoa
CÓRDOBA	851	\$22,110,872,690	Cattle raising	
CUNDINAMARCA	94	\$2,699,368,042	Cattle raising	
			Coffee	
			Lulo	
HUILA	1	\$31,245,000	Coffee	
MAGDALENA	252	\$6,617,230,685	Coffee	
			Cattle raising	
			Fruit trees	
META	77	\$1,993,137,087	Coffee	
			Cattle raising	
			Fruit trees	
NARIÑO	495	\$12,753,153,711	Coffee	
			Cattle raising	
			Cuy (guinea pig)	
NORTE DE SANTANDER	41	\$1,194,825,340	Cattle raising	
			Rice	
			Cocoa	
PUTUMAYO	219	\$6,133,427,090	Cattle raising	
			Black pepper	
RISARALDA	26	\$771,541,818	Coffee	
SANTANDER	44	\$1,234,693,768	Cattle raising	
			Cocoa	
			Palm oil	
SUCRE	201	\$5,445,751,510	Cattle raising	
			Palm oil	
TOLIMA	348	\$9,001,673,142	Coffee	Cattle raising
			Cocoa	Sugar cane
VALLE	295	\$7,867,535,571	Coffee	Swine farming
			Cattle raising	Fruit trees

Graph 2. Results of the attention program for the productive projects, in relation to the number of families, investments made and production lines.

In addition to the above, we can mention the incorporation of beneficiary families to the commercial activity of the agricultural sector through different mechanisms of access to the marketing channels and markets, such as the strategy 'Harvest, and sell for sure', and with this strategy there is much progress made towards creating agricultural activities with more equity, connecting producers directly with agribusiness and commerce, ensuring the early sell of their crops before sowing, ensuring quality raw materials and healthy food at affordable prices. During 2019, the families benefiting from the productive project program carried out 523 formal trade agreements in the framework of "Harvest, sell for sure" with buyers who guaranteed the beneficiaries decent conditions for the purchase of their products.



Graph 3. Cosecha, Venda a la Fija (Harvest, sell for sure) scheme (Source: Ministry of Agriculture and Rural Development - MADR)

3. This program from the Minister of Agriculture and Rural Development - MADR is a strategy that aims to improve the incomes and the quality of life of the Colombian farmers: <https://www.minagricultura.gov.co/Paginas/coseche-venda-a-la-fija.aspx>

In the same way and as a complement to the previous strategy, the Unit gives support to the beneficiaries of the Program for Productive Projects with the different business roundtables organized by the Ministry of Agriculture and Rural Development - MADR, identifying the commercial gaps between the producer - buyer and carries out strategies that achieve sustainable business partnerships over time.

Thus, in 2019, the Unit went to 8 business roundtables in different departments of the country, calling 54 producers who achieved 104 business contacts and 28 agreements signed for the future sales of their crops.

BUSINESS ROUNDTABLE	LÍNEAS PRODUCTIVAS	# DE BENEFICIARIOS CONVOCADOS	# DE BENEFICIARIOS PARTICIPANTES	# DE CONTACTOS	# DE ACUERDOS	# DE CONTRATOS
ITAGÜÍ (PROPAÍS)	Coffee, tahiti lemon, tangerine lemon, orange, banana, plantain, eggs, pigs	3	3	7	3	0
MONTERÍA (PROPAÍS)	Cassava and papaya	2	1	6	0	0
CARTAGENA (ADR)	Yam and honey	3	3	4	0	0
TOLIMA (ADR)	Coffee, gulupa, sugar cane solid block (panela), honey, avocado	6	5	1	0	0
PALMIRA (PROPAÍS)	Passion fruit, coffee, banana, chili pepper	17	17	68	17	0
PEREIRA (PROPAÍS)	Avocado, banana, tomato	3	3	4	1	0
ARMENIA (PROPAÍS)	Honey, coffee, sugar cane block (panela)	4	4	4	1	0
CARTAGENA (PROPAÍS)	Yam	16	15	10	6	6
TOTAL		54	51	104	28	6

Graph 4. List of Business roundtables in which the Program for Productive Projects has participated. 2019

In relation to the environmental management, there are some results such as those registered in Antioquia that are highlighted, where there was an articulation exercise carried out with three corporations to promote the conservation of natural resources, empowering farmers in their production without affecting the environment. In such a way, with Corpourabá and Codechocó, there have been actions developed by the ETPP and the beneficiaries, for them to have technical support, as well as regulatory and with timely procedures in the services. This has been reflected in the instructions given at territorial level regarding their respective jurisdictions, on issues related with environmental permits, such as forestry and water concessions, as well as productive alternatives for the National Protected Forest Reserve of the River Leon.

The other case to highlight has to do with the permanent support given by the Regional Autonomous Corporation of the basins of river Nare and Negro (Cornare) that has generated concrete actions for the benefit of the restituted families that have also become in actions focused on environmental procedures, such as concession of water for irrigation of productive projects in the municipality of La Ceja, forest use in the municipalities of San Carlos, Montebello and San Roque. Similarly, there have been approaches that have allowed the restituted families to receive additional economic resources, like for example allowing them to receive payments for environmental services and training in beekeeping projects, involving marketing companies related to the Autonomous Corporation.

Finally, it is important to point out that the Program for Productive Projects mentioned, has an operational guide, which allows to standardize the processes for the design and the implementation of productive projects carried out by the entity for rural families under a condition of vulnerability and additionally, they have had the support of International Cooperation, aimed at strengthening the sustainability of the land restitution process.



MUNICIPALITY OF MONTEBELLO, DEPARTMENT OF ANTIOQUIA.
YOUNG LEADER PRODUCING EXPORT COFFEE.



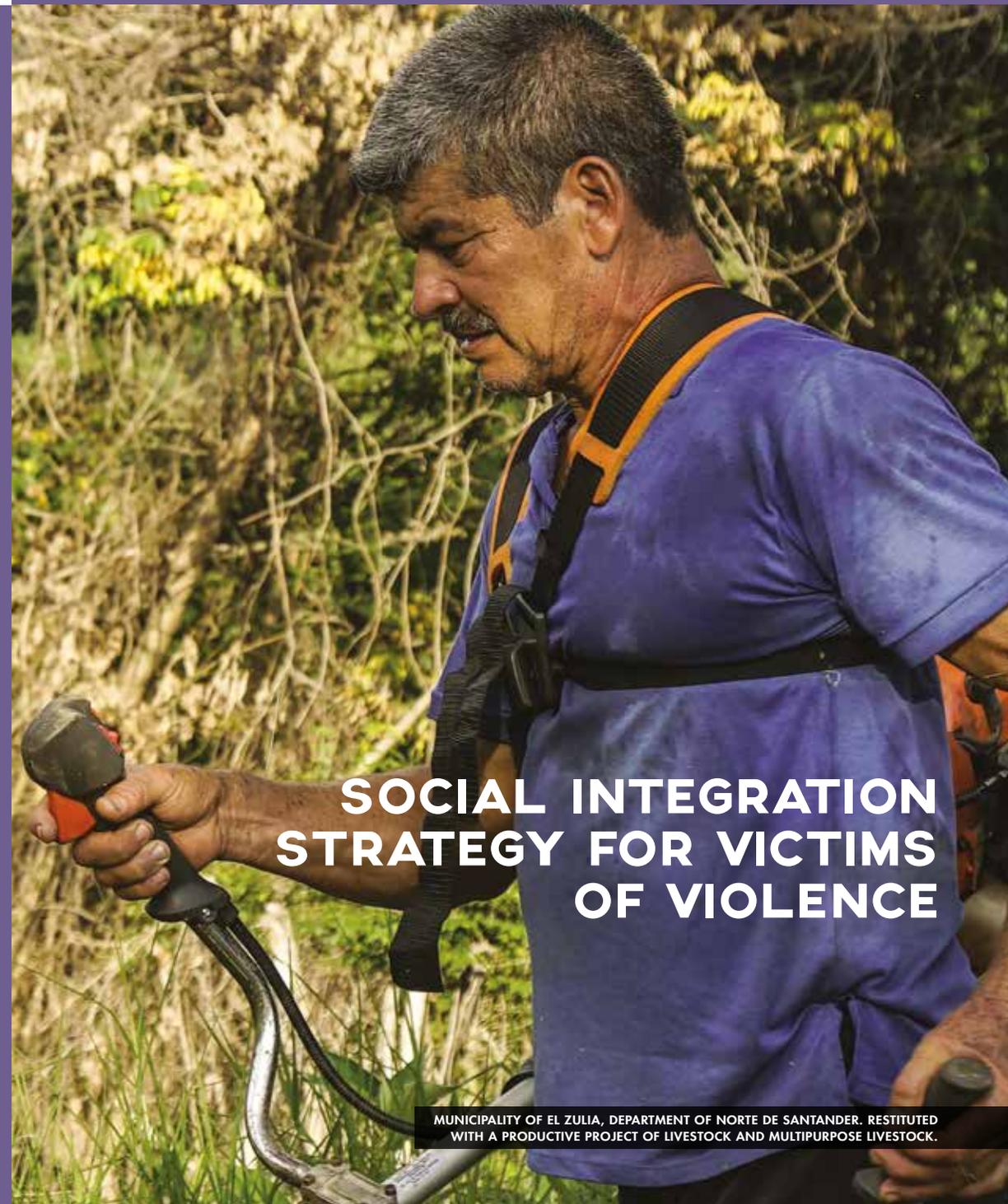
INTERNATIONAL COOPERATION IN THE DESIGN AND IMPLEMENTATION OF PRODUCTIVE PROJECTS JICA CASE

MUNICIPALITY OF BUGALAGRANDE, VALLE DEL CAUCA DEPARTMENT. LEADER IN THE RECONSTRUCTION OF SOCIAL FABRIC AND THE GROWING OF ORGANIC COFFEE.



In 2016, the Unit, through the Presidential Agency for International Cooperation of Colombia, APC Colombia, requested the technical cooperation of JICA to strengthen the program of productive projects. In response, JICA sent an expert in the area of rural and agricultural development so, for the period of three years, he could give support to the Unit in the implementation of strategies aimed at the socio-economic integration of beneficiary families and to facilitate associative and commercial management in the territories where such projects are carried out.

With the coordination and advice of the JICA expert, the Unit selected the sites where the pilot projects would be developed and facilitated the action plan and the implementation of the Project of Commercial and Associative Strengthening of the Productive Projects for the Victims of the Armed Conflict, in a participatory approach, to create some models of the associative project, with the objective of guaranteeing the sustainable life in their communities during and after the program of productive projects of the restituted families.



SOCIAL INTEGRATION STRATEGY FOR VICTIMS OF VIOLENCE

MUNICIPALITY OF EL ZULIA, DEPARTMENT OF NORTE DE SANTANDER. RESTITUTED WITH A PRODUCTIVE PROJECT OF LIVESTOCK AND MULTIPURPOSE LIVESTOCK.



In the design and implementation phases of the productive projects, the stabilization of the socio-economic conditions is one of the most important elements, as well as the social integration of victimized families. For this reason, the community and its well-being are indispensable factors to guarantee integral reparation.

Based on the above, it should be borne in mind that the projects must promote the social integration, making all people feel that they are valuable and necessary in the society, a principle promoted by the Project of Commercial and Associative Strengthening of the Productive Projects for the Victims of the Armed Conflict, developed by the Land Restitution Unit URT and the Japan International Cooperation Agency -JICA.

COLLABORATION (ASSOCIATIVITY) TOWARDS SOCIAL INTEGRATION

The most relevant action for social integration is the continuous collaboration (associativity). All families (victims of violence, restituted, farmers, vulnerable population, women, youth, people with disabilities and / or minorities, among others) must create a social fabric together using their local resources (human talents, assets, financing and information) in a favorable manner towards an individual and community empowerment.

However, to have a continuous collaboration, it is necessary to develop community infrastructure, create organizations, such as legal associations of producers, women, youth, among others, strengthen the organizational management system, carry out vocational training and promote joint action learning. Additionally, in rural areas, self-sustaining communities are developed, to the extent that their inhabitants establish internal mechanisms of associative work, such as the productive chain, which includes articulation with external actors that facilitate the integration of markets or industries (value chain), sustainable agricultural systems with the environment friendly farming, effective collaboration with public services, other communities and all the key actors of the territory that are identified during the process.

It is important that the parties involved in the integration processes always have a win-win relationship; for example, each of the inhabitants - their organization, markets - producers (demand - supply), the global environment - economic development, among others.

PARTICIPATORY DEVELOPMENT

With the objective of achieving the social integration of the victims, it is essential to implement community projects that encourage the participation of the inhabitants, for instance, to encourage the participatory development, and to use it as a tool to rehabilitate victimized communities. The concept of participatory development is an action from and for local people, focused on strengthening the functions and structures of the community. In this sense, it can not only be the action of being present in a project or receiving material or economic support; Participation should be characterized by the actions that a person or group develops to help improve the quality of life in their community.

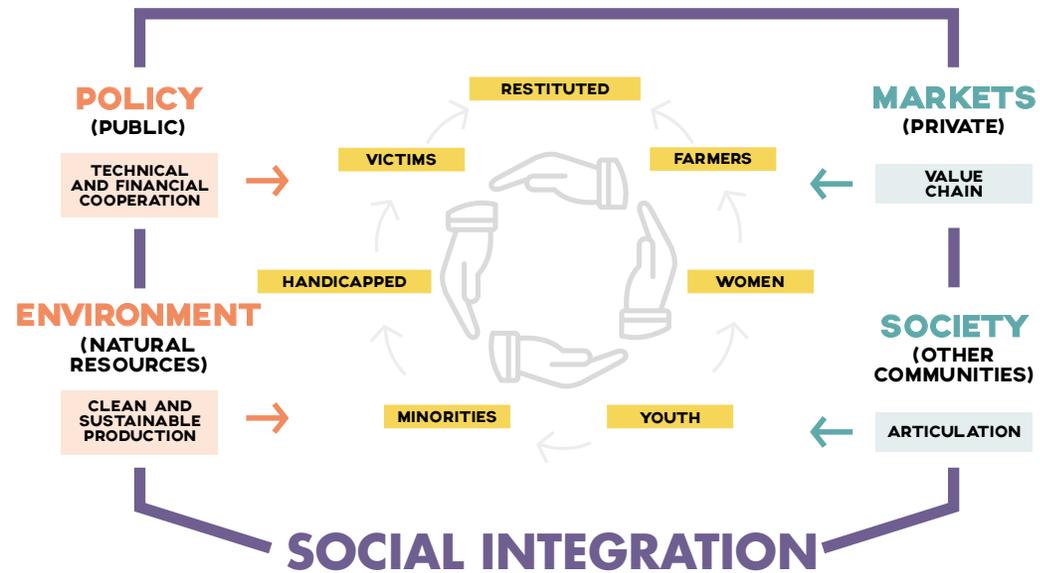
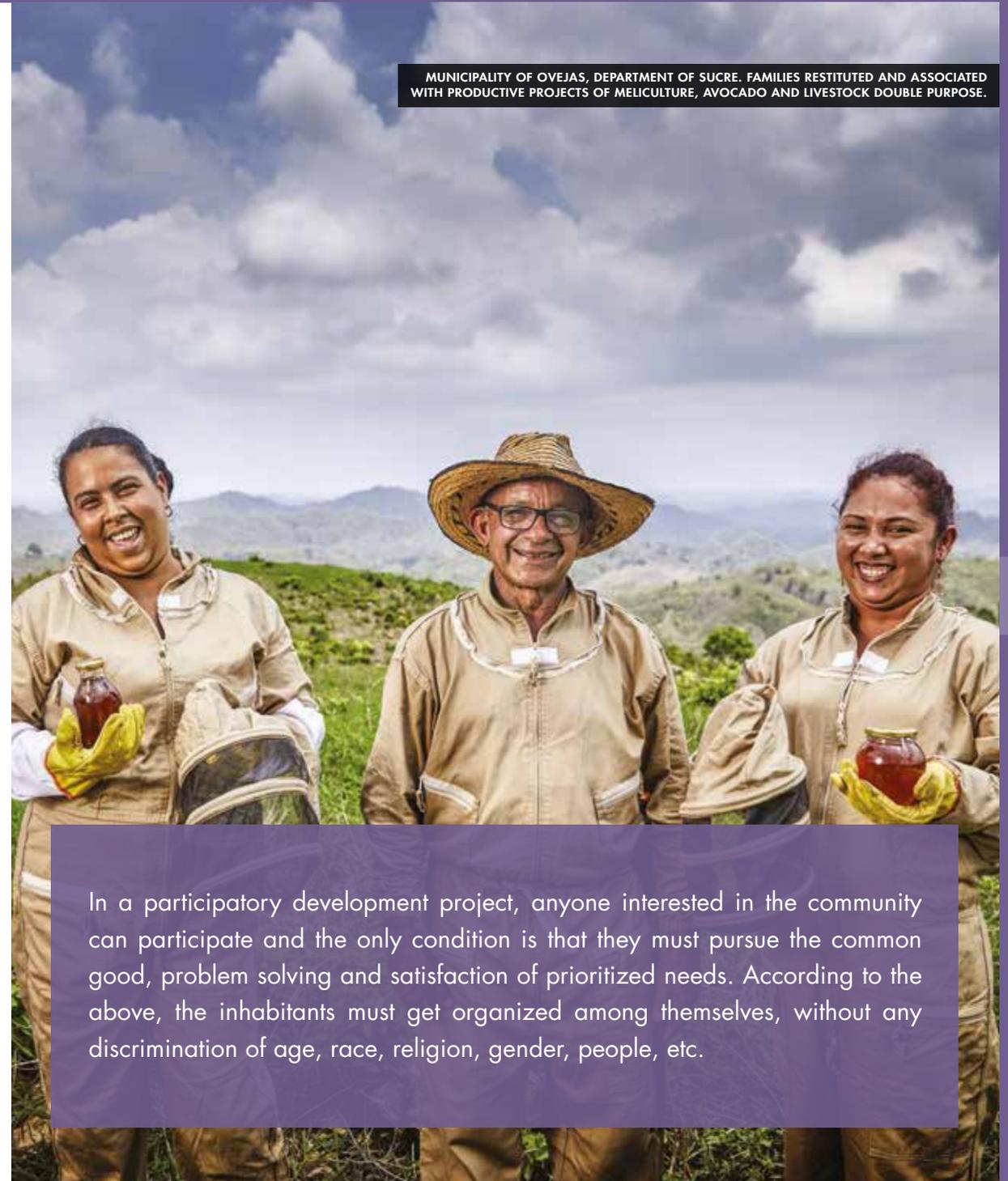


Illustration 5. Diagram of the consolidation of social integration from associative activities.

MUNICIPALITY OF OVEJAS, DEPARTMENT OF SUCRE. FAMILIES RESTITUTED AND ASSOCIATED WITH PRODUCTIVE PROJECTS OF MELICULTURE, AVOCADO AND LIVESTOCK DOUBLE PURPOSE.



In a participatory development project, anyone interested in the community can participate and the only condition is that they must pursue the common good, problem solving and satisfaction of prioritized needs. According to the above, the inhabitants must get organized among themselves, without any discrimination of age, race, religion, gender, people, etc.

GENERAL DIFFERENCES BETWEEN CONVENTIONAL AND PARTICIPATORY PROJECT

COMPONENT	CONVENTIONAL PROJECT	PARTICIPATORY PROJECT
INITIATIVE	It usually comes from external initiatives, Plans, Programs, Government or Cooperation projects.	It mainly arises from the needs and solutions of the same community.
OBJECTIVE	To cover the basic needs of the community, and the focus is the project itself.	Comprehensive coverage of basic and aspirational needs, The focus is the quality of life.
CONTRIBUTIONS	The contributions are mainly external, and the co-financing is from the community.	Community contributions are prioritized, and external support is assumed as co-financing.
MEDIA	It is based on the provision of inputs, labor and external knowledge.	It is based on self-management, learning by doing and local knowledge.
PARTICIPANTS	Participation is focused on the individual relationship of families.	The participation is focused on the participation of the community organization.
PLANNER AND ASSESSOR	It depends on the activities proposed from the external initiative.	Leadership in the communities is promoted in order to have participants assuming these roles.
ACTION TERM	Generally short term. Spot actions.	Generally long term. Integral development actions.
SUSTAINABILITY OF ACTION	Until the end of the support.	To be able to continue after the support ends.
ROLE OF EXTERNAL SUPPORT	Donor, state entity.	Facilitator, cooperating.
RELATIONS BETWEEN PARTICIPANS AND EXTERNALS	Vertical.	Horizontal.

Regarding the participatory management of a community project, the following are the six basic practices in a group process:

IDENTIFICATION

Before starting a project, it should be identified in detail the current situation of the community to diagnose and analyze common problems and / or weaknesses, real needs, community capacities and resources or strengths, opportunities, threats, lifestyle, productive characteristics and socio-entrepreneurial, environmental and political characteristics, among others.

PLANNING

By using the results of the identification, it is necessary to decide who participates, in what activities, under what methodology, in what period, with what schedule, in what place, with what resources and for what purpose they intend to carry out these activities.

In this sense, planning has the advantages of (i) unifying ideas among the participants, (ii) generating effective and appropriate activities, in order to determine the responsibilities of each one, and (iii) differentiating them. Therefore, it is suggested to develop a clear, specific and feasible action plan.

EXECUTION (IMPLEMENTATION)

With the responsibility of each of the participants the planned activities are implemented in order to achieve the proposed objectives.

MONITORING

Is an action followed by a short-term check. It is important to check that all participants have fulfilled their responsibilities and planned activities in the given time. In addition, it should be checked if the work plan is adequate. If not, it should be modified according to the lessons learned.

EVALUATION

At the end of the term of the project, there must be a score to describe if the expected objectives were obtained. Also, it is important to analyze the success points (compliances) and failures (non-compliances), their causes and lessons learned in detail.

FEEDBACK AND FOLLOW-UP

These are mechanisms for a continuous improvement of the project through learnings and results.

LIVELIHOOD IMPROVEMENT APPROACH

The implementation of the strategy of social integration for victims of violence in a participatory project has a support in their “livelihood improvement”. This idea arises in Japan and its main concept is the “empowerment of the families in the community” through carrying out small activities in daily life. By accumulating these experiences of small improvements in life, families not only improve the quality of life, but also grow in self-confidence and self-esteem.

At the same time, livelihood improvement actions are a process of changing people’s mentality and attitude and identifying their abilities. The activities of the livelihood improvement approach are always carried out by the initiative and creativity of the participating families, using everything they have in their community (local resources) without the need for investment. The livelihood improvement is focused on families within the community, so it reviews very varied topics, such as basic human needs (NBHs): food, hygiene, health, education, work, housing and environment, among others.

Through the development of activities and the accumulation of experiences, living conditions are gradually improving. For this reason, continuity of actions is a fundamental factor in the approach. And it is not a drastic change but a change that is generated gradually and has a long-term effect.

The “livelihood improvement approach” has 5 essential characteristics that must be taken into account:

1 OPTIMIZATION OF LOCAL RESOURCES

Maximum use of resources that exist in the community, such as: natural resources, human talents, knowledge and ancestral techniques, among others. That is why that it is necessary to know which are the local resources of the community.

2

LEARN FROM MISTAKES (LEARN BY DOING)

Avoid abandoning activities, even when mistakes are made. There is no end to the improvement of life, and this allows families to learn from mistakes so as not to repeat them, promoting the improvement of established practices.

CONTINUITY

The livelihood improvement is not a transitory process but is based on the continuity of activities that allow families to constantly search for the possibilities of improvement.

3

4

GROUP WORK

Each person has limited strength to perform certain activities. However, the unity of a group of people, empowers the possibilities and creative ideas, which allow having more effective activities.

IMPROVEMENT OF PERSONAL, FAMILY AND COMMUNITY

With this methodology aims to improve personal and family life. However, the fundamental objective is the improvement of the entire community.

5



SUCCESS EXPERIENCES OF THE PROGRAM

MONTEBELLO, ANTIOQUIA
 LA CEJA, ANTIOQUIA
 SAMANÁ, CALDAS
 EL ZULIA, NORTE DE SANTANDER

ATACO, TOLIMA
 CASABIANCA, TOLIMA
 SAN PEDRO, VALLE DEL CAUCA
 BUGALAGRANDE, VALLE DEL CAUCA



MUNICIPALITY OF EL ZULIA, DEPARTMENT OF NORTE DE SANTANDER.
RESTITUTED FAMILIES RETURNED TO THEIR HOME.

The Project of Commercial and Associative Strengthening of the Productive Projects for the Victims of Violence, developed by the Land Restitution Unit - URT and by the Japan International Cooperation Agency - JICA, has directly and indirectly contributed towards the good development of projects of different productive lines, either through direct actions such as the investment of resources, the technical advice of the expert of JICA, or through the support of the technical team of the program to incorporate the guiding principles of social integration into the guidelines.



MUNICIPALITY OF EL ZULIA, DEPARTMENT OF NORTE DE SANTANDER.
RESTITUTED AND PIONEER IN SUSTAINABLE LIVESTOCK IN ITS REGION.

SUCCESS CASES AROUND ENVIRONMENTAL STRENGTHENING

EL ZULIA - NORTE DE SANTANDER

- **Project type:** livestock in silvopastoral systems.
- **Beneficiaries:** 10 families of El Albarico township.

This experience is given by the need for productive return and the generation of income for restituted families, with a conservation approach.

As of December 2016, the reconstruction of the territory with the restituted families begins, allowing the implementation of ten (10) productive projects and resulting in the creation of the Association of Agricultural Producers of the El Albarico township, municipality of El Zulia (ALBAZUL). The association is made up of 25 families, who have transformed their traditional model of extensive livestock production to a silvopastoral system. There average area size is 80 hectares and only 20% is used for livestock activity, allowing the remaining land, not only to keep the established natural vegetation, but also to start opportunities for new initiatives for the generation of income, such as an alternative economic line based on the production of honey and bees byproducts.

SUCCESS CASES AROUND ENVIRONMENTAL STRENGTHENING

In this way, without being a new system within the livestock production schemes, the project adapted itself to the community's own conditions, optimizing the areas of livestock activities and improving the relationship with the environment, projecting the productive use of the Conservation areas using the production of honey as a proposal. Unlike the traditional concept, in which the planting of timber and fruit trees is introduced as part of the productive association, in this case maintenance and improvement of the existing vegetation areas is done, with the least possible intervention.

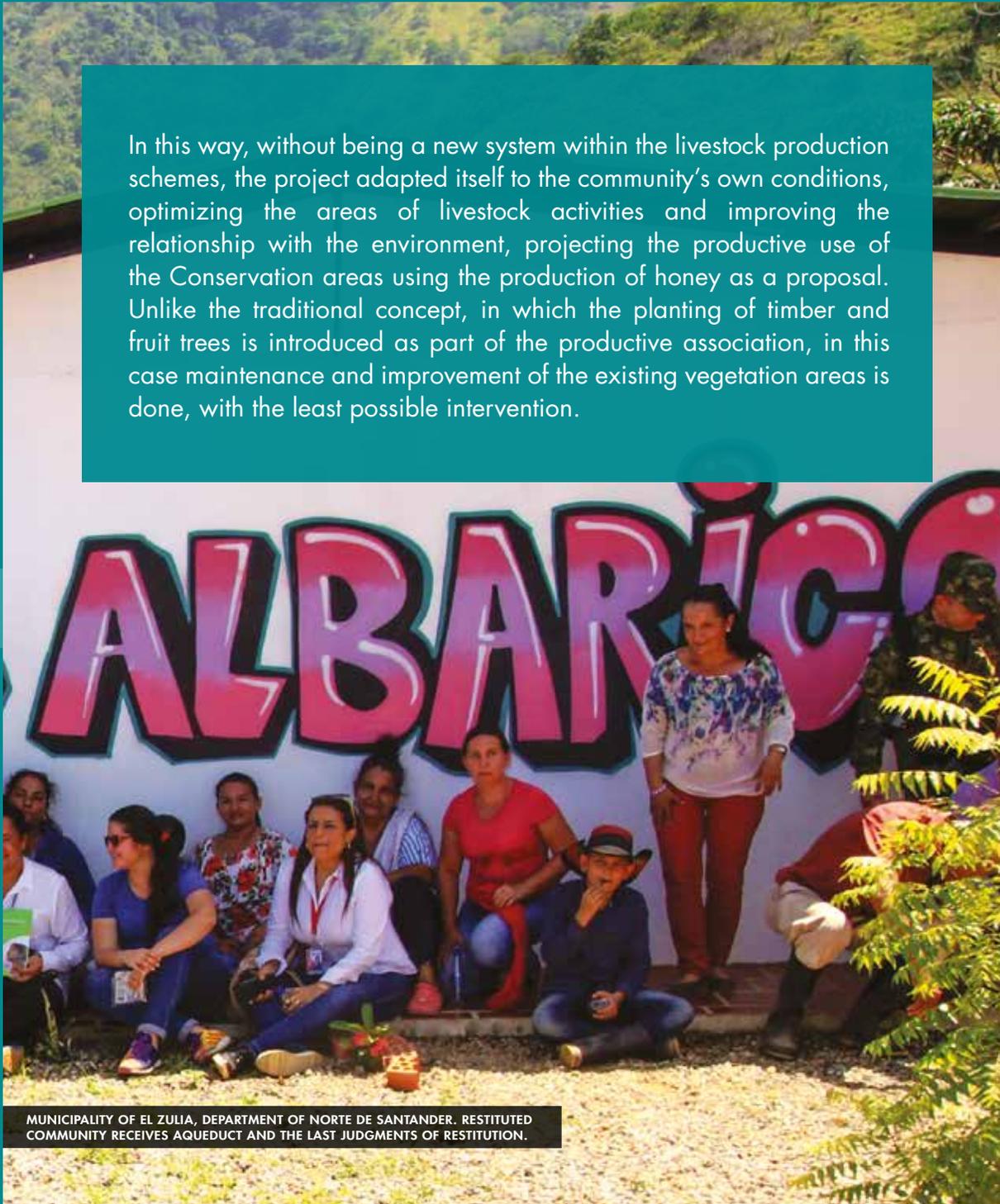
SAMANÁ - CALDAS

- **Project type:** biofactory of organic fertilizers.
- **Beneficiaries:** The community house of creole seeds of the village of El Congal.

The community house of creole seeds of the township El Congal, was built in 2015 by the Apoyar Foundation, where members of the community are trained in agroecological processes. They participate in farmers markets and in the bartering of seeds with neighboring municipalities, and with this activity they have recovered native seeds, such as beans, corn and vegetable seeds, among others, as well as food crops and home gardens.

Among the 25 families living in the township el Congal, some have as a role to safeguard the seeds, their mission is to protect, reproduce and propagate the seeds that are entrusted to them. This work is done on their premises which allows a better management of the seeds. In the case of strengthening planting techniques, the community has created a biofactory of organic fertilizers with the support of the Governor's Office of Caldas and the Botanical Garden of Manizales.

The bio factory produces 100% organic products that are used as fertilizers in agricultural projects delivered by the Unit and are also marketed at local level and at municipal level. The process for the germination of the seeds and the preparation of bio-preparations is carried out by the son of one of the beneficiaries who replicates the knowledge acquired throughout his community with the objective of training them in the production of environmentally friendly supplies.





SUCCESS CASES REGARDING FEMALE EMPOWERMENT

ATACO - TOLIMA

- **Project type:** coffee production in Ataco.
- **Beneficiaries:** 40 families of El Albarico township.

In the municipality of Ataco, the Agricultural and Farmers Association "Asocanoas" emerges as a consolidation of the effort and persistence of the coffee women of Canoas La Vaga, Canoas Copete, Canoas San Roque, Santa Rita and La Mina, in order to improve the quality and the development of an economic activity around coffee.

The main problems in the coffee production system of the Canoas township, were addressed through the creation of a strengthened and supportive group of women who started this activity with the implementation of good agricultural practices, institutional management and search for funds for the provision of machinery and training in general.

This strategy has been built with the support and investment of the Unit's productive projects and with the international cooperation program, and based on this experience, the beneficiary population consolidated itself as a community, they were able to improved their individual production processes and were able to achieve actions for their own benefit, in a clear demonstration of self-management capacity: (i) management in the marketing of their crops; (ii) construction and provision of their own headquarters; (iii) construction and provision of their own coffee processing plant with the Toaster; (iv) paperwork and processes needed for the creation of a brand (Cafimujer), packaging,

MUNICIPALITY OF ATACO, DEPARTMENT OF TOLIMA. MEMBER OF THE FARMING ASSOCIATION OF VEREDAS CANOAS (ASOCANOAS), PRODUCER OF COFFEE IN RESTITUTED LANDS.

registration in Invima, barcode for their product; and, (v) institutional and international cooperation support for the creation of a revolving fund to support their members to improve their crops.

Subsequently, the contributions of the Japan International Cooperation Agency -JICA are incorporated, putting this experience in the first places of the lessons learned, where the integration of contributions from different international agencies is possible, focusing efforts towards clear objectives of social integration.

The sum and articulation of all these actions has led to the fact that today the coffee produced by the association has an Invima sanitary registry, positioning it in the market as a quality product, with standards and with guarantee of the official entity that accredits the health and safety of the food consumed.



MUNICIPALITY OF MONTEBELLO, DEPARTMENT OF ANTIOQUIA. REPRESENTATIVE OF THE AGROINDUSTRIAL ASSOCIATION OF WOMEN ENTREPRENEURS OF MONTEBELLO (AMEM), PRODUCER OF ARTISANAL COFFEE.

MONTEBELLO - ANTIOQUIA

■ **Project type:** coffee production in Montebello.

■ **Beneficiaries:** 15 coffee women.

In 2009, the Montebello Women Entrepreneurs Agribusiness Association - AMEM was created, with 10 founding members, whose idea was to roast artisanal coffee and implement their own brand that would grant added value, incorporating a different product to the existing market, and handcrafted, with traditional elements such as the thresher, and the mill, which preserve the real coffee flavor. This type of production allows farmers an alternative for sale, since the association offers a competitive price according to the market and the quality of coffee, guaranteeing the suppliers fixed and fair prices.

4. A sanitary registry is a certificate issued by the National Food and Drug Surveillance Institution (INVIMA), which certifies natural or legal individuals to produce, package, and market products for human use and consumption. This registration is important, first of all, as a mandatory requirement to offer this type of products in the Colombian territory. In addition, having a sanitary certificate is a guarantee of reliability facing consumers and constitutes proof that the production has safe manufacturing processes and with quality standards in the product offered.

Currently, the association has 15 members, some beneficiaries of the Unit that have created the Café Artesanal Montebello, whose product has an Invima registration, study of nutritional table and brand registration. Currently, the corresponding procedures are being carried out to initiate the marketing of this product abroad and to guarantee the quantity of coffee demanded, as well as to help small coffee producers in Montebello with prices above those established in the national market.

SUCCESS CASES ABOUT THE STRENGTHENING OF THE COMMUNITY PARTICIPATION

SAN PEDRO - VALLE DEL CAUCA

- **Project type:** production and marketing of chili pepper, passion fruit and banana with community irrigation.
- **Beneficiaries:** 29 families.

This project was born with the compensation for equivalence of 29 family groups, beneficiaries of land restitution, displaced from different parts of the country and who arrived at the site called La Camila, located in the municipality of San Pedro, jurisdiction of Los Chancos, in the province of Valle del Cauca, with an approximate area of 110 hectares and divided for 33 family groups.

When these properties were given to these individuals, the design of family productive projects started in a participatory approach with each family and

productive projects were agreed to produce chill pepper (ají tabasco), passion fruit, banana, corn and mango, with the installation of a drip irrigation system and the establishment of food safety component, with an approximate total investment of 875 million pesos.

The design process is focused on generating productive chains, which allows them to have business partners before starting the implementation. Different companies were added to the project: Hugo Restrepo & Cía., for the export of chili tabasco to Europe and North America; Postobón, through the HIT Social program and the production of its juices HIT committed to the purchase of mango and banana; and, local marketers with whom commercial agreements were made for the sale of passion fruit and corn produced.

The community dynamics led to the creation and formalization of the association La Camila - ASOCAMILA with the support given by the ETPP, through socio-entrepreneurial workshops that allowed establishing the type of organization to be created, the conformation of the Governing Board, the roles and responsibilities within the organization, the creation of the bylaws and advice for legalization before the chamber of commerce, among others.

As constitutive part of the specific productive project in the four productive lines, ají tabasco, passion fruit, corn and cavendish bananas, there is the need to guarantee the supply of water and the fertilization process (ferti-irrigation) for the adequate development of productive projects. Therefore, the ASOCAMILA association, with the support given by the Unit, were able to achieve the concession of water over a natural tributary (an irrigation channel of the Tuluá River) and of two reservoirs on the site as main water sources to support the project requirements established for the beneficiaries.

Part of the process of the technical support provided by the Unit consists of the socio-entrepreneurial and agro-commercial strengthening, which, through a joint work with the beneficiaries of the La Camila property, identifies that one of the main need is the post harvest management of the products to be sold.

MUNICIPALITY OF BUGALAGRANDE, VALLE DEL CAUCA DEPARTMENT,
COLLECTOR OF ORGANIC COFFEE FROM RESTITUTED FAMILIES.



In addition to guaranteeing the sale of their main product, which is the chill pepper, which has buyers in the United States, the European Union and in Saudi Arabia, through the company Hugo Restrepo & Cía., this process is generating formal jobs and economic dynamics that are important in this community.

SUCCESS CASES ABOUT THE STRENGTHENING OF THE COMMUNITY PARTICIPATION

LA CEJA - ANTIOQUIA

- **Project type:** consolidation of community processes - planting blueberries and vegetables.
- **Beneficiaries:** 12 families.

These projects have their specific characteristics, it corresponds to the allocation of plots to beneficiaries who, for different reasons, cannot be restituted on their land of origin and, therefore, are compensated with a piece of land whose characteristics are comparable to those of the land they abandoned.

In the Miraflores area of the municipality of La Ceja, 12 plots were awarded to the same number of families, with whom community workshops were developed in which the productive vocation of each family group, the farms and the environment could be established. Additionally, technical meetings were held with the beneficiaries, public entities of national and local level, and with private companies, where the productive alternatives were presented, the available and accessible institutional offer, and the potential technical and commercial partners of the families.

From the workshops carried out, with the support of the technical and commercial partners identified in their context, blueberry, vegetables and poultry projects were designed, with a technological package that includes learning in production and the use of bio-supplies for clean agriculture.

Likewise, individual and collective family activities were developed, with the livelihood improvement approach and the creation of associative groups around productive lines was enhanced. There are actions developed under the guidelines of social integration promoted by the Project of Commercial and Associative Strengthening of the Productive Projects for the Victims of the Armed Conflict, led by the Japan International Cooperation Agency -JICA.



MUNICIPALITY OF GRANADA, DEPARTMENT OF ANTIOQUIA. RESTITUTED FAMILY WITH PRODUCTIVE PROJECTS OF POTATO, TREE TOMATO AND RASPBERRY.

In this sense, the implementation is not only planned for the individual productive project, it also generates awareness and responsibility regarding community work and, especially, for duties, based on the acquisition of collective commitments and benefits. This was reflected in the creation of the producer's association, Asonuevamisrafloras.

So far, the experience has the following lessons learned: the importance of the institutional articulation of every participating institution, such as the mayor's office, the local foundation (Salvaterra), the buying company (Arandazul) and JICA, among others. This has enhanced and strengthened the actions of the community for their own development and together with the support of the Unit, they are in the process of the socio-economic and productive stabilization, under standards of good agricultural and livestock practices and productive reconciliation with the environment and with community entrepreneurship.

SUCCESS CASE ABOUT THE DEVELOPMENT OF CLEAN PRODUCTION

BUGALAGRANDE - VALLE DEL CAUCA

■ **Project type:** associative production and commercialization of organic fertilizer by the bio factory plant.

■ **Beneficiaries:** 44 families.

The village of La Morena, in the jurisdiction of Galicia, is a territory that has a cluster of restituted families producing coffee. This cluster consists of victims of violence and farmers of the community. Most of the families in this area had another source of income before the start-up of the associative empowerment project. For this reason, the Unit and JICA considered the need to strengthen the productive, social, economic and environmental capacity of La Morena community through an associative project to create social fabric among the inhabitants to have a self-management.

The Agricultural Association La Morena - Galicia was founded by the 10 families restituted in 2016. Since 2018, the Unit and JICA, had had several dialogues with the leaders of the Governing Board and their associates about their community needs. In January 2019, the implementation of the "Community Project of the Organic fertilizers Processing Plant (biofactory)" was agreed. By September 2019, 47 farmers had joined the Association to participate the project.

The Unit and JICA held participatory workshops such as: "Development of the community vision and individual commitments", "Action Plan for the associative project", "Construction and participatory management of the plant" and "Importance of organic farming", from which the management committee of the plant was established with 6 associates and a 20 year legal commodatum agreement was signed with the owner (a restituted family) of the land for a loan for the site where the bio factory is located.

After the construction of the bio factory, the associates received a series of technical training in the development and application of organic fertilizers: bokashi, reproduction of microorganisms, multimineral, liquid fertilizers, humus, sulphocalcic to improve the nutrition of the soil and of the plants, control of pest and diseases, among others.

Through this community project, solidarity has been achieved among all the families participating in La Morena community, creating a social fabric. The participants were the ones who decided to start a project based on joint work. It is remarkable the co-responsibility of the community in the development of the project, taking into account that within the framework of this project the Unit and JICA have contributed to family productive projects and have accompanied the association with raw materials, workshops and training, among others, and the community has invested in local materials, labor, participation in activities through the method of learning by action as a team.

The association members are using in their farms the organic fertilizers produced in the bio factory, with the hope of improving the soil, plants and products, and encouraging organic agriculture and its implementation in the future. Currently, the association is promoting the sale of fertilizers made in the plant to other producers, to agro-companies and public entities. The participants of the project are mainly victims of violence of La Morena, Bugalagrande; The formalization of this venture is a second opportunity for them, that has become an example of community harmony.



SUCCESS CASE IN RELATION TO THE STRENGTHENING OF THE COFFEE VALUE CHAIN

MUNICIPALITY OF BUGALAGRANDE, VALLE DEL CAUCA DEPARTMENT. COFFEE GROWER COLLECTS THE HARVEST OF PRODUCTIVE PROJECTS OF RESTITUTED FAMILIES.

MONTEBELLO - ANTIOQUIA

■ **Project type:** strengthening the coffee value chain in Montebello.

■ **Beneficiarios:** 31 coffee producers.

After the restitution of the land to the displaced families in Sabanita village, the municipality of Montebello, the Unit has given support to the families that have been restituted. The support has been the implementation of productive projects such as coffee, avocado, citrus, soursop, banana, plantain, livestock of dual purpose, poultry and pig farming, among others. The project of the Sabanita community stands out; here, five families joined forces and resources to produce coffee starting from the crop, the industrial process, roasting and grinding. In 2019, the families formed a family business called Sabanita Grupo Holding SAS.

Two of the projects, which belonged to siblings, merged to produce coffee in 26 hectares, through the establishment of an industrial processing plant, buying industrial machinery (for example, a 150-arrobas dryer), a sorter with a pulping machine and another machine for an ecological processing.

Another project was implemented in order to work on another stage of the coffee production chain: the roasting stage, installing a toaster with a capacity of five kilos of dry parchment coffee; a thresher of 60 kilos, a semi-industrial mill, and the corresponding infrastructure. Currently, 150 pounds of coffee are being produced monthly between roasted and ground coffee beans. Roasted products are being marketed directly with local coffee shops and fairs, in the city of Medellín and in other cities. In addition, dry parchment coffee is being sold in Medellín to the Racafé & CIA S.C.A., a company that has exported the coffee products to Australia. According to the analysis of the JICA study, in September 2019 the coffee cup of this initiative had a rating between 84 and 86.25 points, which is equivalent to the specialty coffee.

5. <https://www.racafe.com/>



Additionally, this family has helped 31 local families that produce coffee cherry, who had no processing plant and who, through the productive chain, manage to sell their production directly to the Sabanita Grupo Holdings S.A., with short-term payments, without transportation costs of their products, which generated a 'win and win' relationship.

With the support of the Unit and JICA, 29 participants from this community made an observation visit to an organic farm in Tamesis city, cataloged as a successful model, and have been able to replicate the productive techniques learned with the implementation of the associative project for the application of clean production, elaboration of organic fertilizers and community nursery of different varieties of coffee seeds.

COMMUNITY OF SABANITAS, MONTEBELLO

PRODUCTION



30 LOCAL CHERRY COFFEE PRODUCERS
CONTRACT SALE

PROCESSING



DISTRIBUTION CENTER
ROAST PROCESSING

COMMERCIALIZATION



INTERNATIONAL MARKET
CONTRACT SALE WITH RACAFÉ

NATIONAL MARKET
DISTRIBUTION POINTS: COFFEE SHOPS, RESTAURANTS, ETC.

SUCCESS CASES REGARDING COMMERCIAL EMPOWERMENT

CASABIANCA - TOLIMA

■ **Project type:** production of gulupa for export.

■ **Beneficiaries:** Arcila family.

This project has its origin in the restitution of land ordered by the second civil court specialized in land restitution of the Ibagué circuit in February 2017. Once the judgement was notified, the Unit's ETPP initiated the attention for the implementation of a productive line agreed with the family and attending to the productive vocation of the property.

It stands out from this project that the productive vocation of the beneficiary was not agricultural, since, before the restitution, the beneficiary of this project obtained the financial resources for the support of his family through the work he performed in a brasswork and painting workshop in urban area of the municipality of Casabianca, Tolima. Due to the permanent confrontations that arose between the guerrillas and the police that affected their house, they had to leave it and with the endorsement of the judicial authority, the productive project began in a rural property of their own.

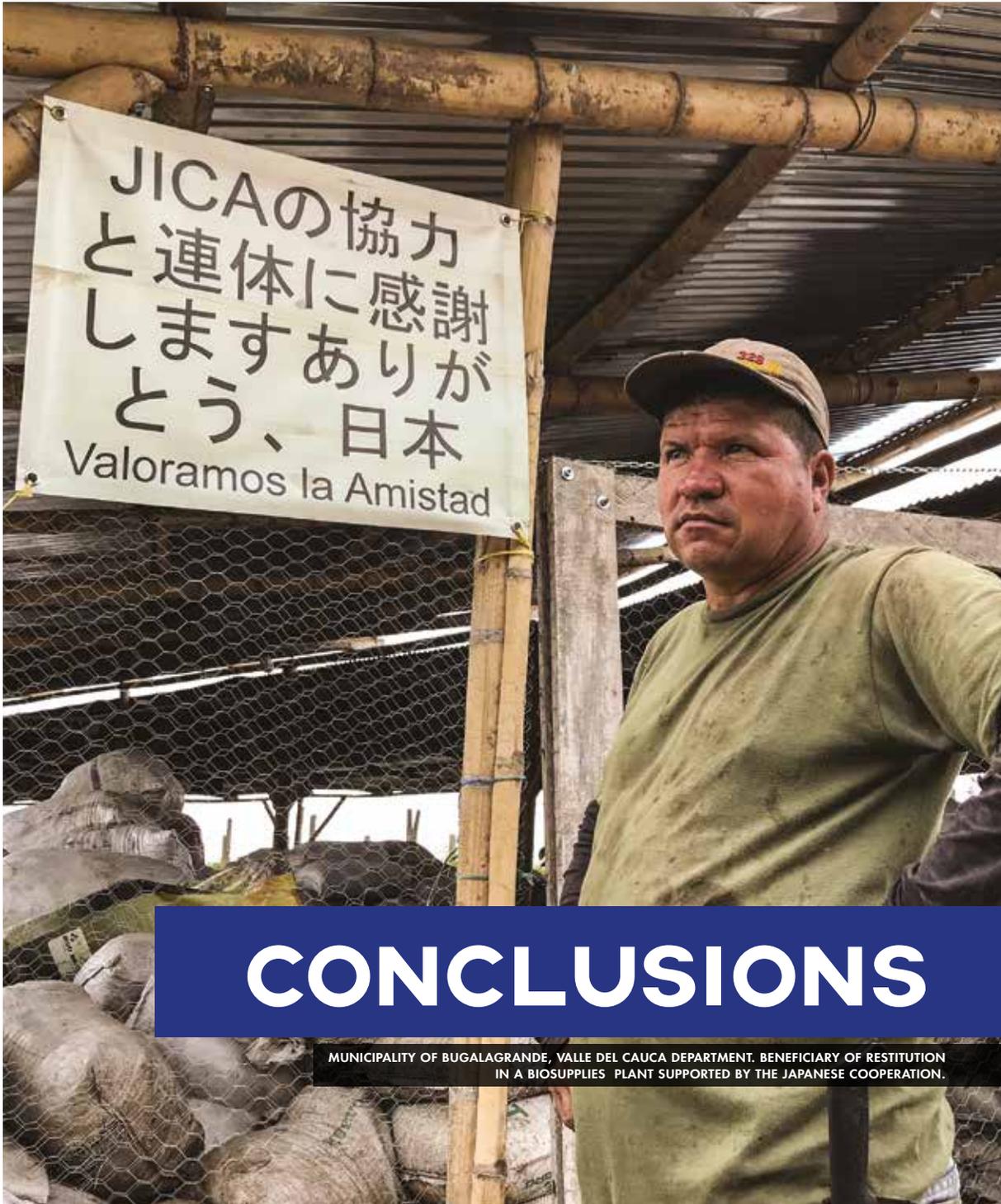
The project designed consisted of the establishment of two hectares of hass avocado, gulupa and a family garden. Applying the strategies and guidelines of the program, together with the principles of the social integration of the Project of Commercial and Associative Strengthening of the Productive Projects for the Victims of the Armed Conflict, the production of gulupa of high-quality



was standardized, in such a way that it was possible to obtain the exporting certification issued by ICA, thus generating better commercial opportunities, achieving the sale of their entire harvest to San Basilio Fruits SAS, with prices that guarantee the profitability and sustainability of the productive project.

This strategy gave a radical shift to the life of the beneficiary family that changed its environment from urban to rural and now they lead, not only the commercialization of gulupa in Casabianca, but they are part of the community social integration in their own township.

MUNICIPALITY OF CASABIANCA, DEPARTMENT OF TOLIMA. OTHER SUCCESS STORIES IN CASABIANCA: RESTITUTED AND PRODUCER OF AVOCADO HASS.



CONCLUSIONS

MUNICIPALITY OF BUGALAGRANDE, VALLE DEL CAUCA DEPARTMENT. BENEFICIARY OF RESTITUTION IN A BIOSUPPLIES PLANT SUPPORTED BY THE JAPANESE COOPERATION.

1

The Land Restitution Unit, in compliance with Law 1448 of 2011, designed a comprehensive supporting program, which contributes with the socio-economic sustainability and the improvement of the living conditions of the beneficiaries by assigning non-refundable financial support and installation of capacities. This program is adjusted to the needs and characteristics of the families that have obtained the restitution of their land through a judicial decision and constitutes one of the measures for comprehensive care, assistance and reparation for the victims.

2

The program of comprehensive support of productive projects generates capacities in the beneficiary families, hence substantially improving agricultural production practices and creating skills that can be applied in their life and family plans, resulting in greater opportunities for socio-economic sustainability as entrepreneurs in the countryside. Additionally, during the creation of the projects, there were some technical-productive strategies considered, as well as socio-entrepreneurial, environmental, commercial guidelines, the environment and the family.

3

The productive projects created by the Unit have an individual nature. However, they tend for an appropriate integration of the family within their communities, promoting associativity and considering the environment as a development axis for each component (technical, financial, commercial, environmental).

4

The international cooperation has made significant contributions to the program of productive projects of the restitution unit, helping to strengthen the pilot projects in which the methodologies developed by the ETPP are validated, with international standards, through the help of the experts working with the project.

5

Within the framework of the standardized technical support scheme of the productive project, the ETPP identifies the intrinsic condition of each situation, the characteristics of each family group and in general the adequate assessment of the families' capacities, allowing to use this information to recognize and to empower the different factors to have the project becoming a success case.

6

The experiences presented in this document demonstrate the socio-economic and productive integration of families restituted in the rural communities of Colombia, through the strengthening of each of the dimensions listed below:

- Regarding environmental matters, the conservation is possible and even the implementation of productive lines, traditionally cataloged as not friendly with the environment, with just a simple change in the productive models, optimizing the use of resources.
- The gender approach is evidenced as the redistribution of the productive roles in the communities, and this is seen as better results in the projects, through the participation of women in the decision-making process of each project.

- From the community participation, the objectives of the productive projects are achieved in an efficient manner when the collective interests prevail over the individual ones, optimizing the acquisition and use of resources.
- On the commercial side, the market concepts are ratified, and according to them the development of a product must meet the requirements of the demand and its strengthening must be in favor of improving the value chains.



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