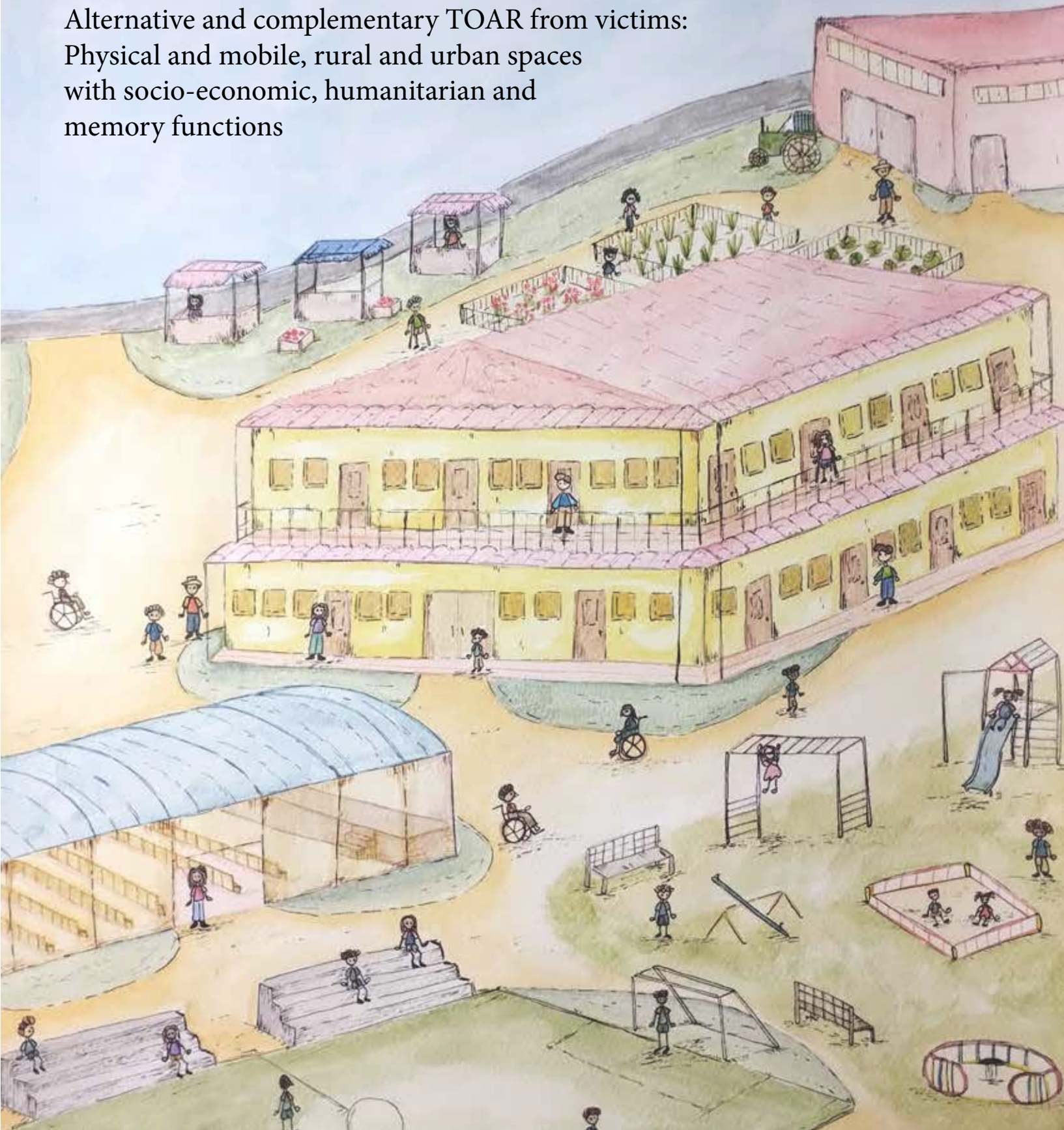


Common LEGACY for a stable future of memory and dignity



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LUIS CARLOS PÉREZ

Alternative and complementary TOAR from victims:
Physical and mobile, rural and urban spaces
with socio-economic, humanitarian and
memory functions





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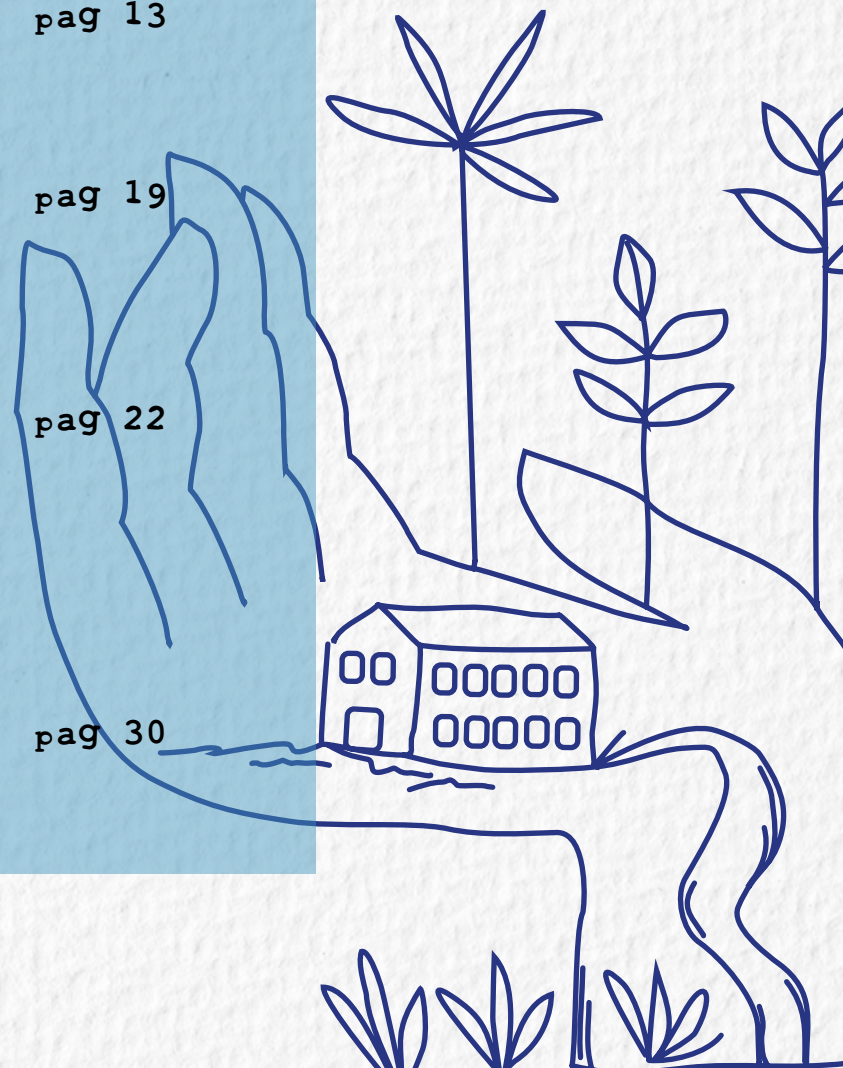
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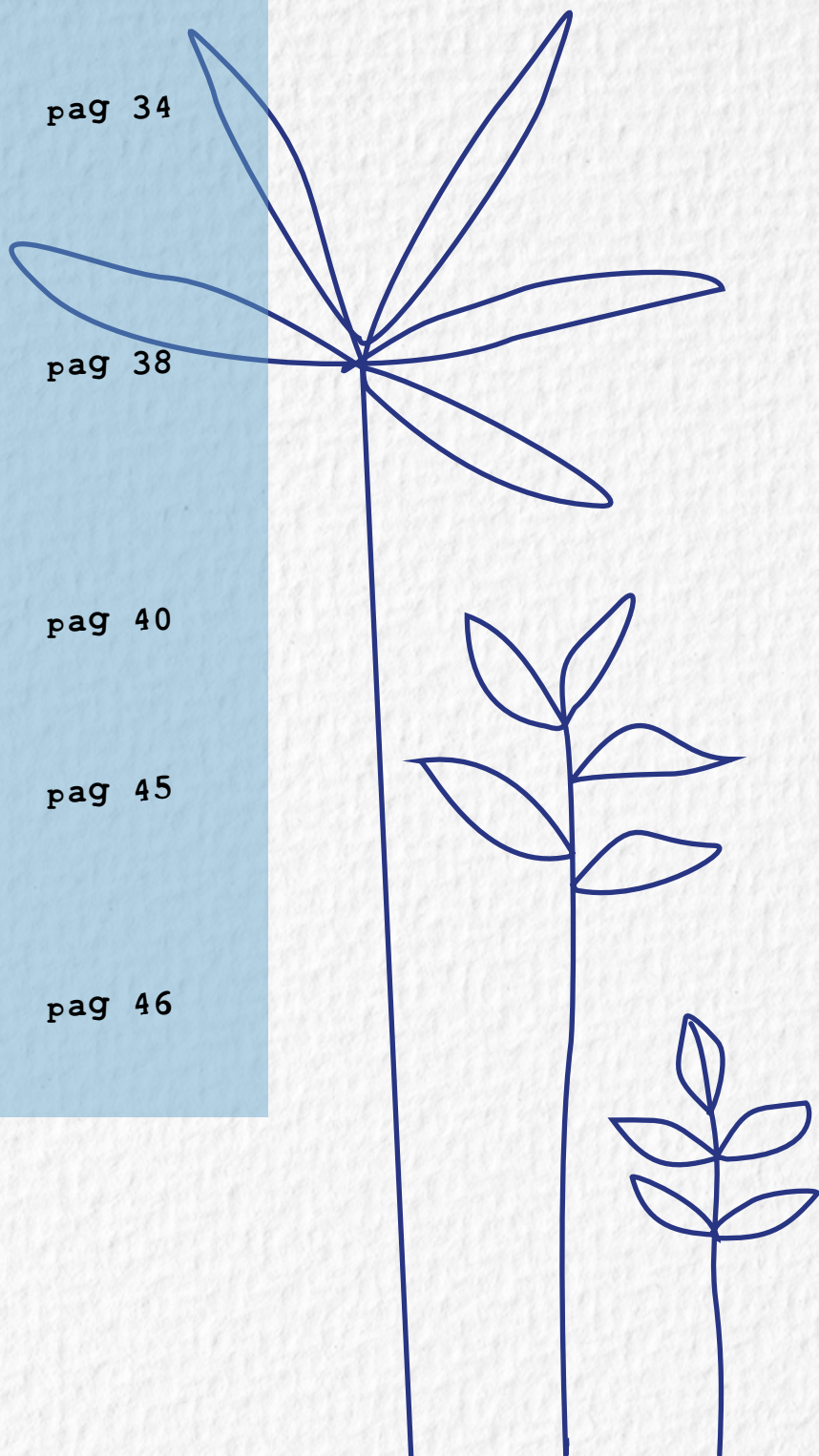
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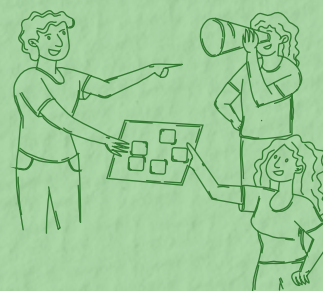
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INTRODUCTION

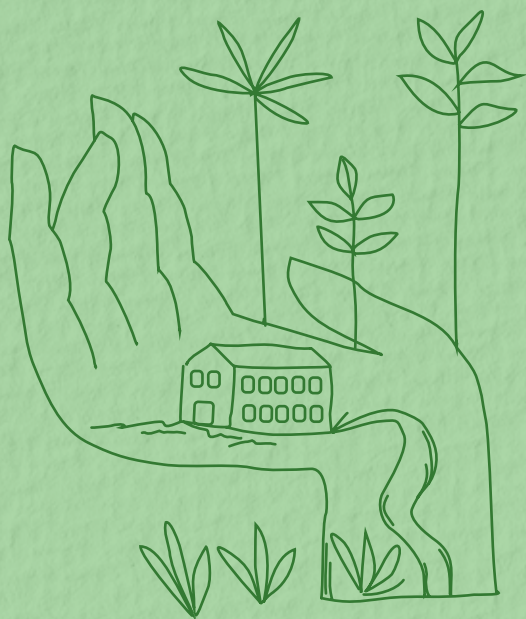
The proposal of jobs, works and Activities with Alternative and Complementary Restorative Content from the victims is presented to the First Instance Section for Cases of Recognition of Truth and Responsibility of the Special Court for Peace in application of the principle of centrality of the victims and the right to effective participation within the Integral System of Truth, Justice, Reparation and Non-Repetition - SIVJNR. And in accordance with the provisions of article 141 of Law 1957 of 2019.

"Victims, if they deem it convenient, may communicate to the Court their opinion on the proposed program, even in cases in which the Truth and Accountability Recognition Chamber itself formulates it."



This TOAR initiative built from the victims represented in Auto 125 of 2021 develops as a complement to the seven (7) projects approved and proposed by the Hall of Recognition of Truth, Responsibility and Determination of Facts and Conduct - SRVR for the restorative component of the own sanction recognized in Resolution of Conclusions No. 01 issued on October 20, 2022; in particular, the literals **C.** Plates located in the parks where the victims were apprehended to later be killed and forcibly disappeared and presented as casualties in combat by State agents; **D.** Construction of physical spaces where victims of murders and forced disappearances presented as casualties in combat by State agents can congregate and carry out activities for their organizational strengthening; and **E.** Recreation, sports and leisure time occupation projects for young people in contexts of social and economic vulnerability, set forth in section **E.4.** of the Resolution of Conclusions.

Two initiatives are then proposed that arise from the restorative and transformative meaning of the damages caused by the macrocriminal pattern and the two modalities revealed in the Norte de Santander sub-case. Which are identified as:



1

**Casa Campesina,
multipurpose physical space.**

2

**Comprehensive restorative
intervention strategy:**

mobile spaces for
training and promotion
of socio-economic
stabilization through
collective productive
activities.



This proposal includes the claims of the victims framed in their understanding as subjects of collective reparation in this instance of transitional justice that does not contemplate compensatory or individual reparation, to instead propose collective-community projects of materialization of policies, social investment and infrastructure in territories where the conflict continues; as well as, in rural and urban areas where the provisions of Law 1448 and Decree 4800 of 2011 are activated in favor of victims of extrajudicial executions - which even allows from a broad perspective the benefit in addition to prioritized cases, those not prioritized -. Taking care also that these measures mainly promote the satisfaction of the needs of the victims, as well as the reintegration of the appearing parties.

It is noted that this proposal requires for its execution, and guarantees of sustainability over time; as a result of a process of restorative repair of transitional justice, in compliance with the dimension of non-repetition, of the effort of economic resources from different sources of state financing that do not limit its operation to the single budgetary provision, but rather diversified such as: the General Budget of the Nation, the General System of Royalties (OCAD Paz, Regional), plan contracts, work contracts, territorial own resources, financing of international cooperation agencies and even public-private partnerships - with the participation of actors that have not participated in any way in the promotion and continuity of the armed conflict.

In addition, its viability based on inter-institutional coordination between local, departmental and national authorities; entities with competence in the implementation of the provisions of the Final Agreement for the Termination of the Conflict and the Construction of a Stable and Lasting Peace, including the Ministry of Defense against the viability of initiatives to restrict rights and freedoms; as well as the Public Prosecutor's Office and international organizations to provide security guarantees in the execution of the TOARs.



Among the expectations that were taken into account to understand and incorporate alternatives that addressed the non-conformity of the victims represented - a widespread feeling in the subcase - in relation to the projects proposed by the appearing parties, are:



The absence of participation in its design.



The absence in the incorporation of own initiatives and collective approval.



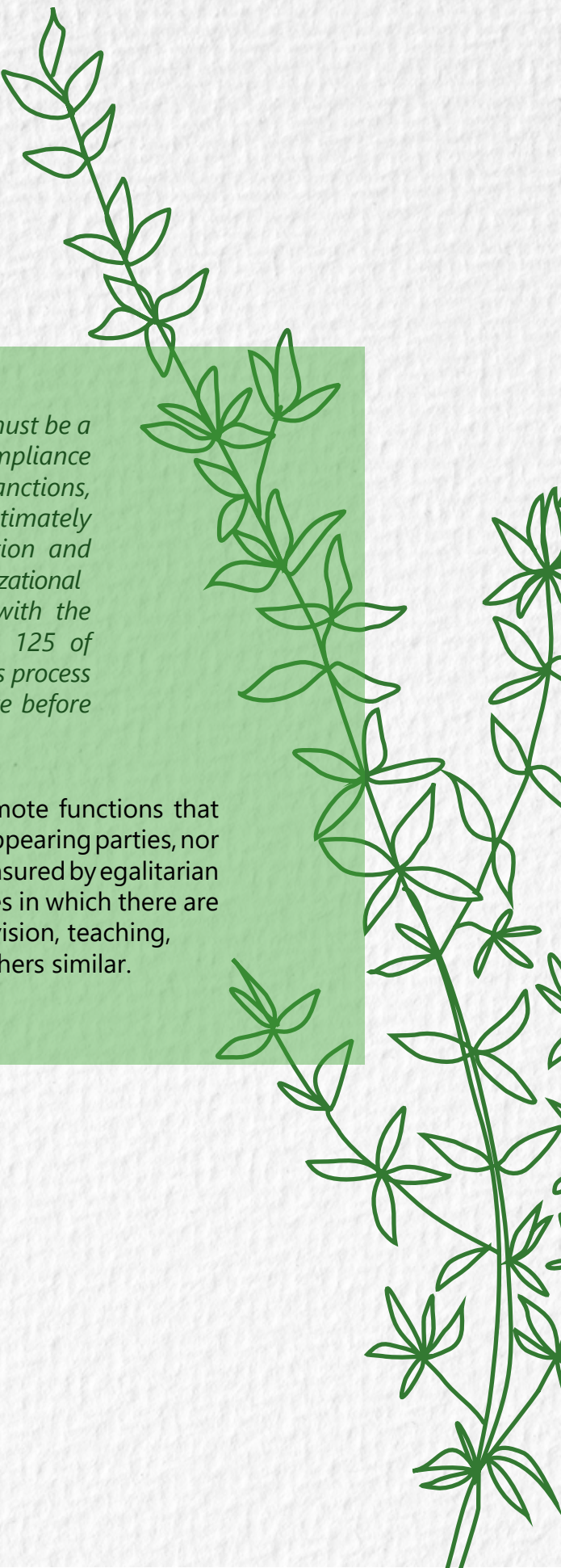
Exclusive concentration on the symbolic without promoting a collective material reparation that would sympathize with their conditions of vulnerability as compensation for the individual, family and collective-community damage caused by the execution of the criminal conduct.



The time that had to elapse for the recognition of truth and responsibility to contribute to the good name and honor of his relatives.



Insufficiency, ignorance and/or absence of attention to the institutional offer promoted by the current public policy on victims, this judicial instance being an opportunity to reactivate (without replacing functions) the mandates of Law 1448 of 2011, as was the example of Auto 266 of 2021.



For this reason, the participation of victims must be a transversal axis prior to, during and after compliance with this restorative component of the own sanctions, in the physical and mobile spaces that ultimately result from this process for the congregation and carrying out of activities that benefit the organizational strengthening of the affected population with the macro criminal pattern disclosed in Auto 125 of 2021. And with this, legitimacy is given to this process of reparation, restorative and transformative before transitional justice.

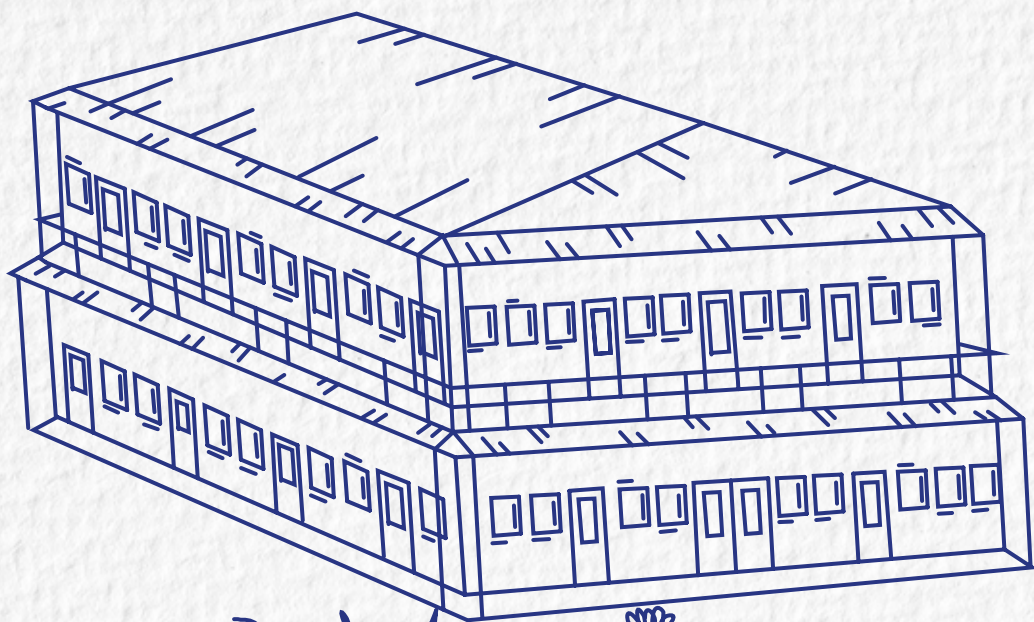
For its part, in no way should TOARs promote functions that reproduce hierarchical behaviors between appearing parties, nor in their relationship with victims. It must be ensured by egalitarian dynamics and deny jobs, works and activities in which there are managerial, executive, coordination, supervision, teaching, pedagogy and/or doctrine roles, among others similar.

Initiative modality

1

Casa Campesina

multipurpose physical space



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Hostel-Refuge services
accommodation and
temporary food.



Location
Ocaña, Norte de
Santander.



Land
Lot not less than 1
hectare, central and
easily accessible.



It is proposed that
these **services be paid**
for through a **minimum**
payment to support the
operation of the
multipurpose Casa
Campesina.



Access ramps
in consideration
of people with
disabilities and
older adults.



Institutional training
and care collection,
processing and mar-
keting of agricultural
products.



Infrastructure is required for the
hostel with capacity for **100 shared**
rooms, distributed over **two floors**,
with a capacity between **400 and 500**
people.



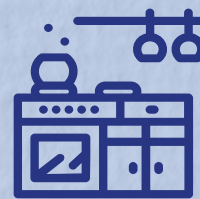
In favor of peasant groups and
victims in the region who are
outside their usual environment, in
a state of emergency and/or
socio-economic vulnerability.



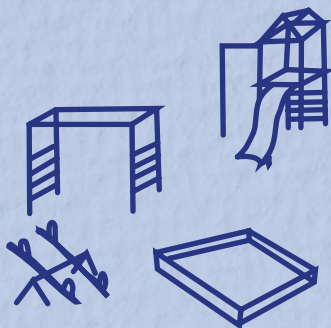
2 training rooms:
capacity for **30 people**
each.



Auditorium:
capacity
of **300 people.**



**Common
integration spaces:**
kitchen, community
dining room.



Entertainment spaces
children's playground, sports
court of children and adults,
and if possible, swimming pool.



Green area
home gardens for
self-sustaining food, and
a **large warehouse** to
dispose of machinery.



Open areas
that allow the holding of fairs,
bazaars, among other **strategies**
that promote the local **marketing**
of the products generated there,
and the marketing of items that
cannot be marketed both locally
and externally through wholesalers.



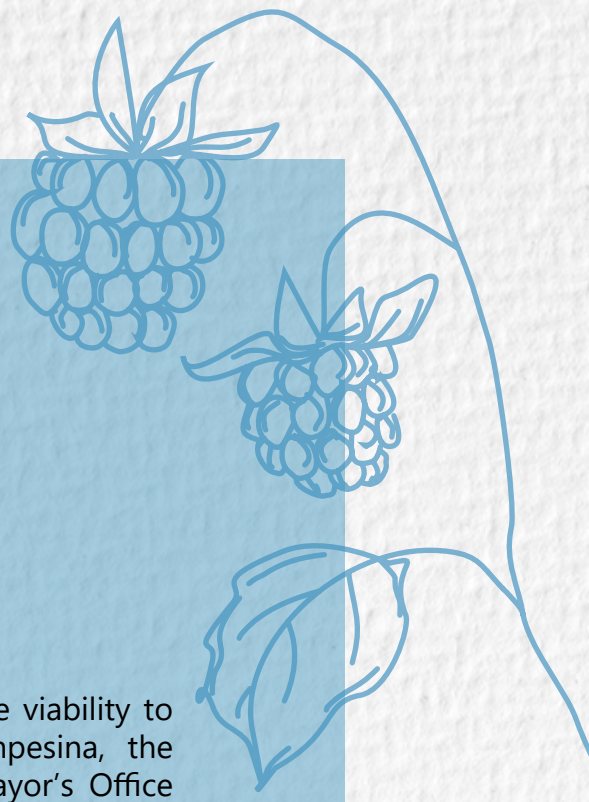
**Well-protected storage
areas and compartments**
useful for alternative functions
complementary to product
transformation, transport and
classification systems.

The place that is proposed to acquire and build this Casa Campesina must have a central location and easy access for potential beneficiaries; some places in the municipality are referenced for this purpose, such as: **Aguas Claras, Buenos Aires, Santa Clara, El Limón or Los Lagos in Ocaña, Norte de Santander.** One of the goods to be acquired if the land is not in a central place, is that of a bus that allows, under a standard route, to transport the potential beneficiaries of the Casa Campesina from the urban area to the final destination.

In addition, recognizing that the products that leave the farms destined to be marketed or transformed, go through a series of difficulties to be transported due to distances, lack of adequate tertiary roads for access, and lack of cargo vehicles among farmers; it is required that within the management of this initiative a specialized transport network is guaranteed, which collects and carries in time, with proper management, the crops to the collection center for their distribution for immediate consumption and/or industrial processing.

The property and the works to be developed will be allocated to the heritage of the municipality as assets for public use, that is, they will be inalienable, unattachable and imprescriptible. And in the public deed of purchase of the property there must be a clause prohibiting the sale, which, in case of non-compliance, must be subject to the imposition of a criminal sanction. Likewise, at the time of signing the public deed of acquisition of the property, a record is left of the destination that will be given to it, that is, the operation of the Casa Campesina and whose nature will be of public good.

This social infrastructure project for regional development must have a mixed administration, changing at least every four years through a board of directors formed, among other State institutions and historical organizational expressions in the region, by a representative of the Mayor's Office and a representative of the victims of Auto 125 of 2021.



A commemorative plaque detailing the names of the **120 victims identified in Auto 125 of 2021**; and informative with the description of the macrocriminal pattern and its two modalities, and the military units of Brigade 30, Mobile Brigade No. 15 and Battalion No. 15 Francisco de Paula Santander of the National Army, who were responsible for these events that occurred between 2007-2008, where the commitment to the non-repetition of these crimes against humanity and war crimes is established.

Once the own sanction is completed and to give viability to the sustainability over time of the Casa Campesina, the governorate of Norte de Santander and the Mayor's Office of Ocaña will be the articulating axis that will fulfill functions of: direction and design of the action plan; budget and human resource management; control and monitoring in the implementation of activities, compliance with the schedule, effectiveness of the mechanisms of citizen participation and execution of contracts for obtaining the required goods and services; and with all this, the coordination of the different dependencies, decentralized entities and organizations at the national, regional and international levels.

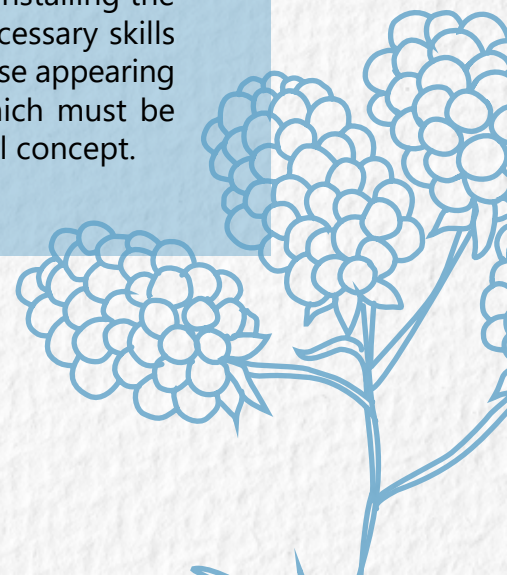
To give viability to the complete implementation of the project, sufficient financial resources from public, private and international agencies must be guaranteed, since a minimum budget of **1.500 Million pesos** is estimated for the construction of the shelter and the collection center, **a budget considered without equipment or value of the property** to be acquired for the construction of the multipurpose *Casa Campesina*.

The obligations of the most responsible appearing parties and with non-determining participation, will be adjusted to the restrictive sanctions of their freedoms and rights, as well as, of commitments within the framework of the Strict Conditionality Regime for the contribution to reparative initiatives, in accordance

with conditions of habitability, dignity, monitoring and verification provided by the Court of Peace, and in articulation with the Definition Chamber of Legal Situations-SDSJ for cases of appearing parties in this instance. In this way, the roles to be played are distinguished based on the resumes of the military, in technical and operational level functions, eliminating coordination and leadership figures among those appearing that reproduce unequal command models and promote the maintenance of the status quo.

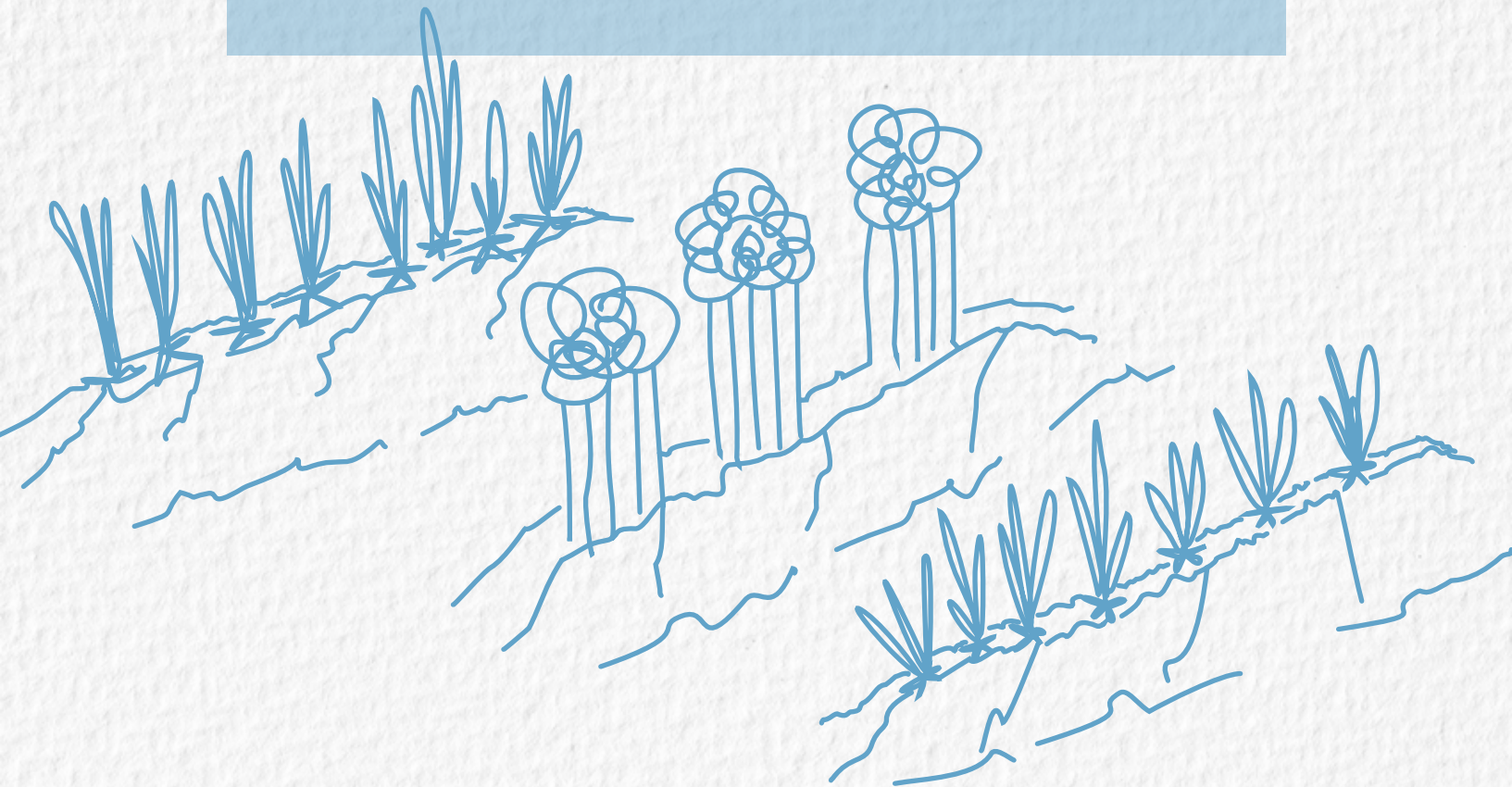
The appearing parties with a **technical level** will provide their expertise and knowledge to establish methods, procedures and standards that will be used in the development of the activities. Thus, designing and managing the budget required to acquire the lot, build infrastructure, acquire machinery, generate alliances for training and marketing; determining what is required for the purchase of machinery for transformation; supporting administrative management with the preparation of required legal and technical documentation, registration of change control and task monitoring, evaluation of technologies and costs, preparation of quality executive reports, protocols of good environmental practices and risk prevention, safety and health at work, among others that are required for the multipurpose fulfillment of the *Casa Campesina*.

At the **operational level**, unskilled labor and labor specialized in related trades will be executed based on the construction and adaptation of the infrastructure. Unqualified operators will be assistants of the teacher maintaining the clean work areas, transfer or hauling of materials and tools, selection and cutting of material that is required, will support the installation and assembly of equipment. Meanwhile, the specialized operators are responsible for handling the machinery, reading and executing plans, carrying out finishes and finishes and installing the electrical, sewer and water systems. Those with the necessary skills and/or training will participate in this role, except for those appearing who report having physical and health limitations, which must be supported with the clinical history and updated medical concept.

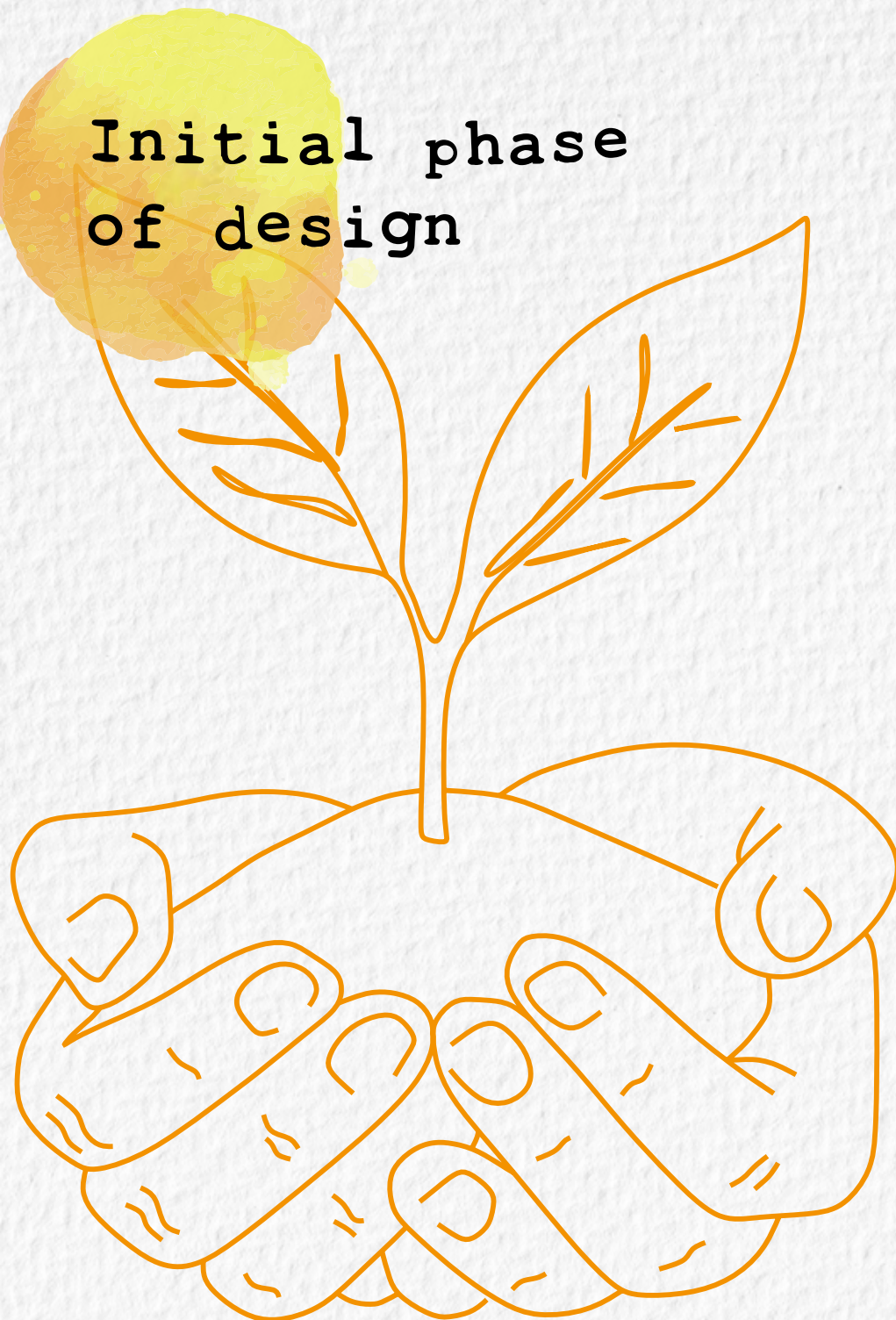


This initiative of modality 1 develops through three phases the works, works and activities that must be carried out by the most responsible in a medium-term time of **6 to 8 years maximum**.

Each phase details the work, works and activities to be carried out by the appearing parties, the schedule, the necessary resources, the possible risks, the role of the institutions, the victims **and other actors and allies**.



**Initial phase
of design**



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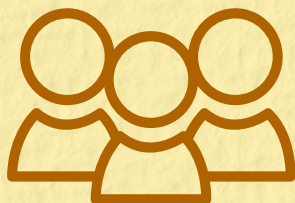
Planning and Management

Activities



Budget preparation for the purchase of the property, for the construction of the Casa Campesina and the collection center.

Elaboration of characterization and baseline on agricultural productivity of the Catatumbo subregion and the department of Norte de Santander, to define the machines to be quoted and acquired for the processing and marketing of products.



Analysis of actors belonging to the academy and private entities that support each phase of the initiative such as the acquisition of equipment, personnel and budget for associativity training and agricultural transformation, as well as, in the phase of strategic alliances to promote the local, departmental, national and international marketing of processed agricultural products.

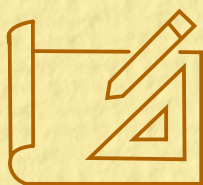
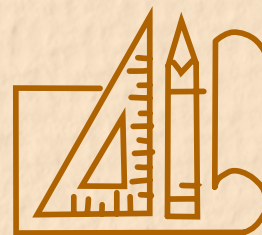
Preparation of the terms of reference of the public tender in competition, in which the prioritization in the hiring of the victim population is allocated and managed, in particular of the victims of the territory and relatives of the 120 victims recognized in *Auto 125 of 2021*.



Opening of public tender process for works.

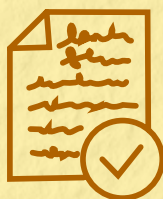
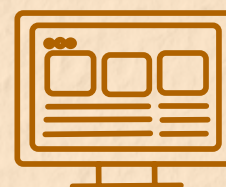
Activities

Elaboration of architectural, structural design and lighting, hydrosanitary and environmental management systems.



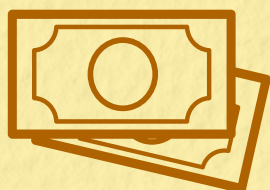
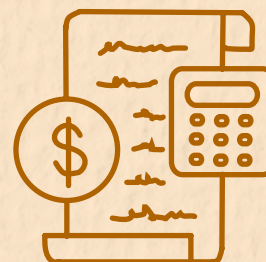
Identification and layout of property that complies with the standard technical provisions for the type of work.

Management and documentary verification of the deeds of the property, certificate of freedom and tradition, certificate of land use and certificate of availability of public services.



Construction site records, permits and certifications.

Purchase of land with central characteristics, road access and agricultural vocation, acquired by the municipality of Ocaña or the Government of Norte de Santander, as the municipality or department and inalienable, whose structural, technical and administrative conditions are in accordance with the projection of this multipurpose initiative.



In the event that the property cannot be acquired in a central place and its distance from the urban center of the municipality of Ocaña, a bus **owned by the Casa Campesina** must be purchased that guarantees a free and/or minimum payment route that provides its service constantly every hour, from the main park of Ocaña to the place where the Casa Campesina is located.

Jobs



Planning for the assurance of construction materials.

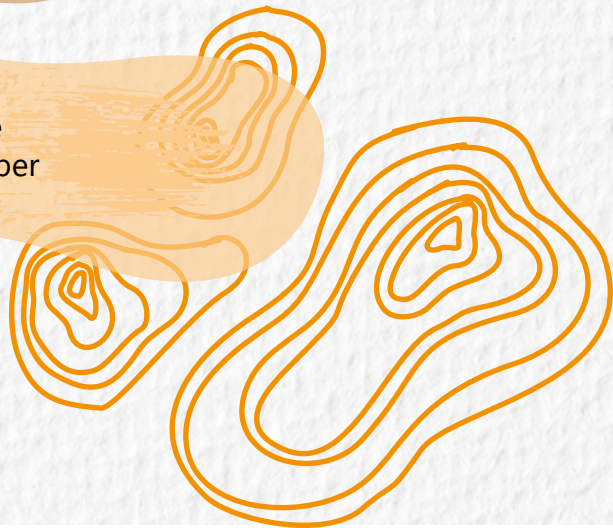
Acquisition of human resource protection elements.

Visual inspection and mapping of the land.

Preparation of technical soil studies procedures, with measurements of the water table and aquifer, humidity and soil permeability.

Preparation of geotechnical studies in accordance with earthquake-resistant construction requirements.

Monitoring compliance with the planning of the work, as well as the proper use of resources.



Works

Adequacy of the land for the start of work, which consists of cleaning, disassembling and clearing the entire area of stubble, weeds or debris.

Arrangement of the final disposal of surplus materials from the work.

Carrying out preliminary works necessary for the execution of the work such as the temporary enclosure of the located area, headboards, manual excavations, fillings, foundations, demolitions (if required), earthworks, among others.



Obligations appearing

According to the profiles of the appearing parties: **Daladier Rivera Jácome** and **Santiago Herrera Fajardo**, both company administrators, and **Ruben Darío Castro** are assigned functions of management techniques in the search for financing, preparation of terms of reference, investigation of planning requirements, procedures of documentary procedures, management of human resources, preparation of budget and characterization.

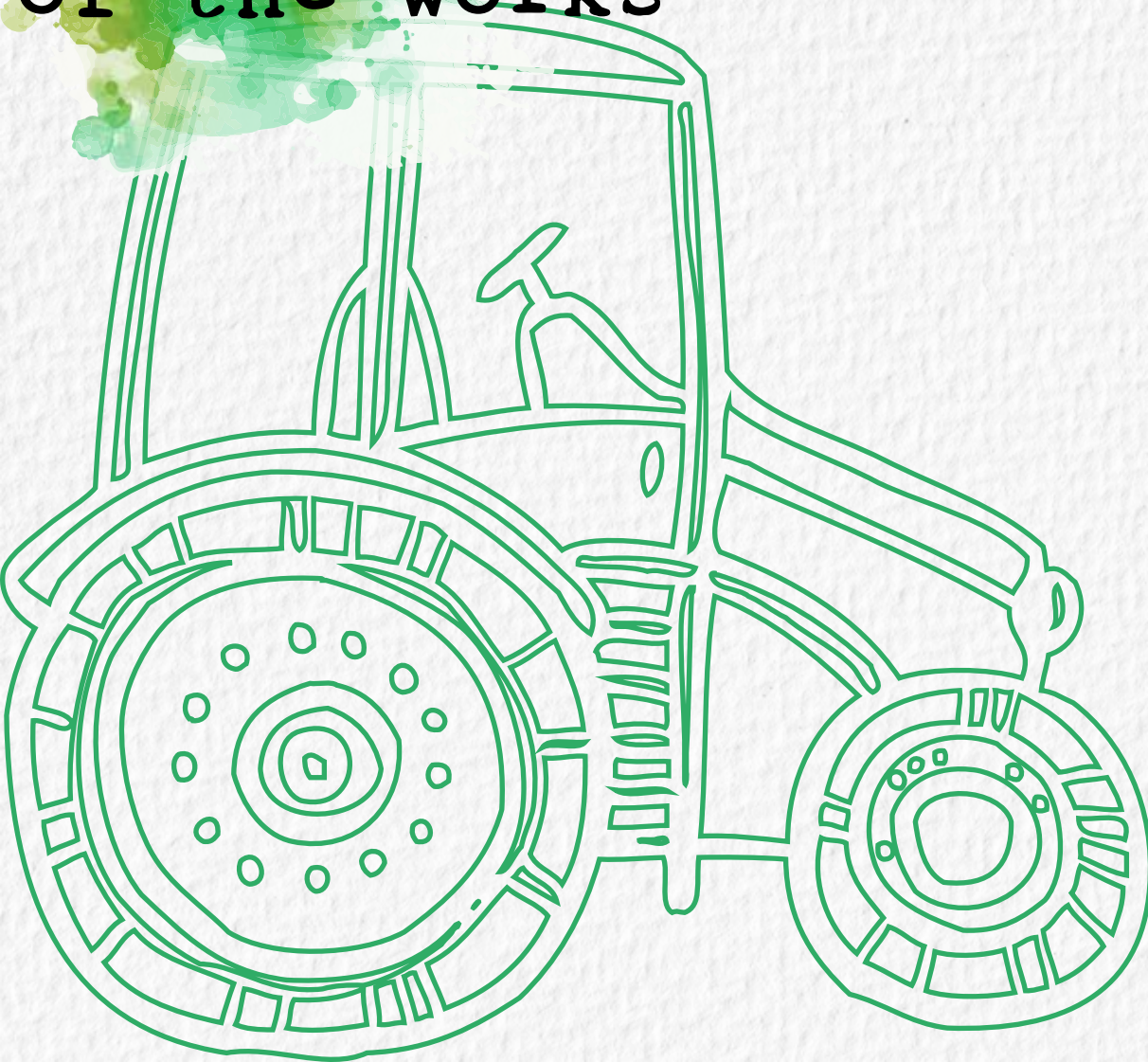
Daladier Rivera Jácome, also a civil works engineer, must participate in the preparation of technical studies and planning of the work.

While the other appearing parties will have operational functions in the adaptation of land and carrying out preliminary works, and will support the technical activities with the preparation of management and monitoring reports for the victims, evaluation of the impact and scope of the project, and gathering information on the characteristics and productive potential of the municipalities of the region.

All those appearing must be trained before and during the execution of these activities, works and works depending on the productive objectives of the project.

Runtime: 6 to 12 months

Execution Phase of the works



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Activities

Purchase of materials for the work and equipment.

Rental or loans of heavy machinery.

Execution of the construction plan with adjustments to the technical studies carried out.

Technical training of appearing parties for the execution of their obligations.

Jobs

Supply, installation and compaction of backfill.

Assembly of sanitary networks, waste and water system.



Works

Excavation by hand.

Installation of hydraulic networks.

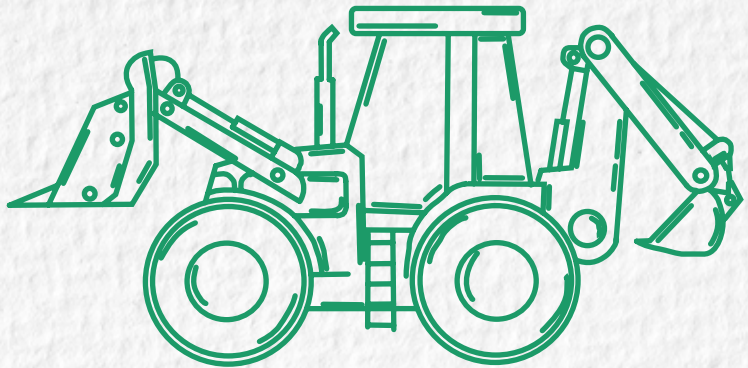
Foundation construction.

Finishes and equipment.

Construction of concrete columns.

Construction of block walls.

Construction of roof of operation and service areas.

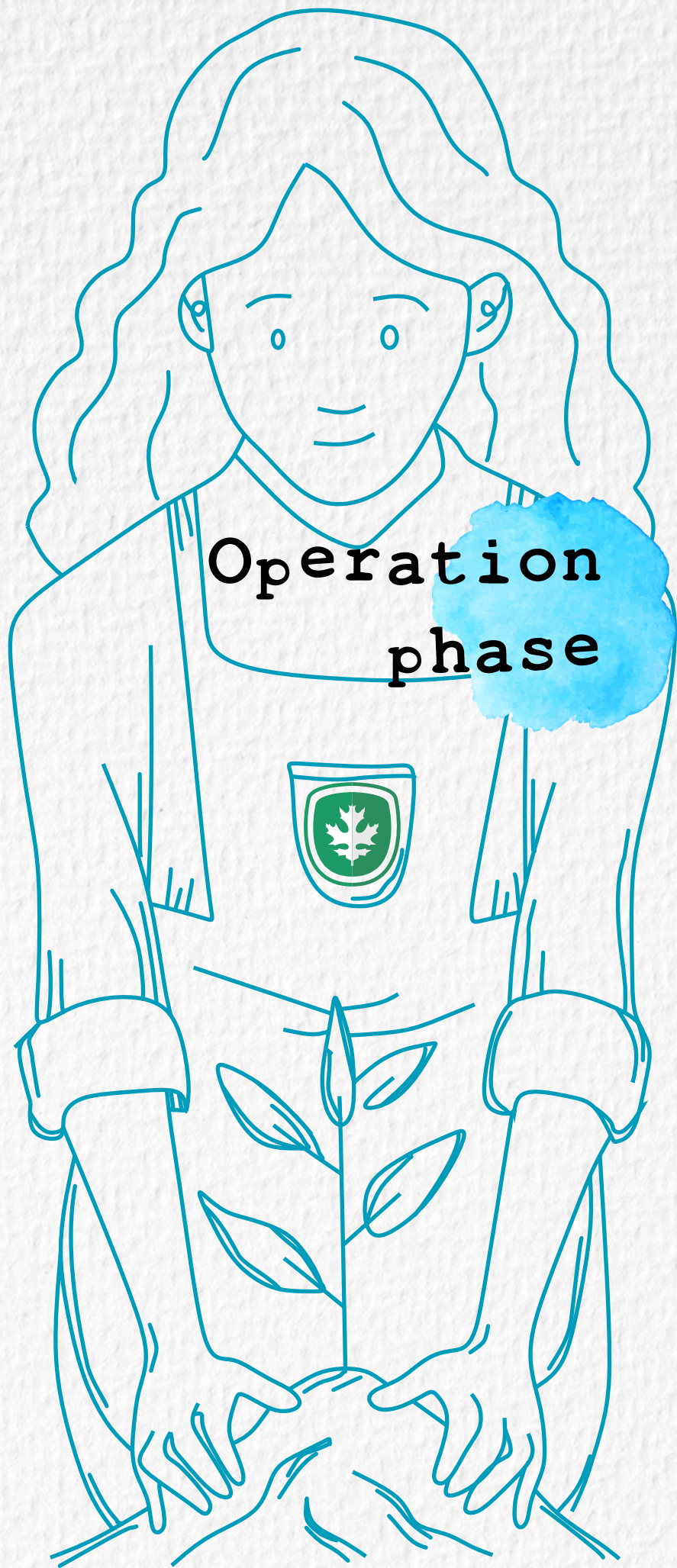


Obligations of the appearing parties

Execution of the action plan of the work with its workforce in activities of masonry, masonry, *mow the grass* (macanear), handling of heavy machinery, logistics, maintenance, electricity, etc.

In the case of people with experience in project and resource management, they are assigned technical functions on quality verification.

Runtime: 2 years



**Operation
phase**

Activities

Guarantee the permanence of government entities for attention to the public and accompaniment to the Casa Campesina, according to planned actions.

Organization and assignment of functions in the workplace.

Design of legal statutes and regulations for the operation of the collection center and shelter.

Design of internal rules of conduct and uses of the hostel space.

Design of protocols for the prevention of gender-based violence with a focus on women.

Design of anti-corruption policy and good practices.

Proyecto
Casa Campesina

Activities

Design of a sustainable environmental management plan.

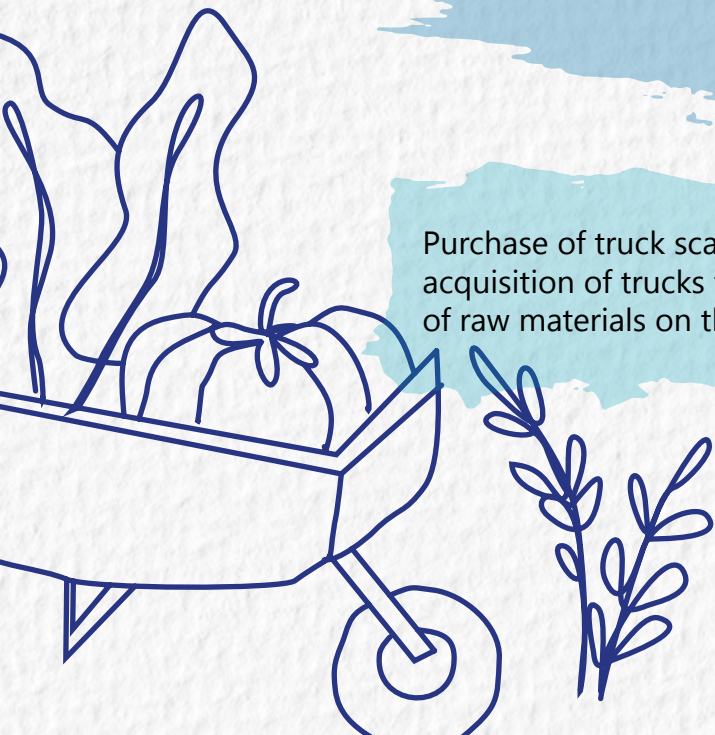
Design of wholesale and retail marketing plan.

Management of sanitary operating license.

Calling and hiring qualified personnel in the handling of food, transformation of raw materials and administration of the shelter, prioritizing the victim population of Auto 125.

Purchase of industrial machinery for the removal, packaging and classification of material.

Purchase of truck scales and acquisition of trucks for the collection of raw materials on the farms.



Activities

Purchase of furniture for the operation of the house: beds, chairs, dining room, furniture, tables, boards, etc.

Realization of commercial agreements between small producers and wholesale buyers.

Consolidation of network of participating producers and commercial production lines.

Articulation with projects and programs of the institutional offer and/or international cooperation that provide financial resources for the execution and sustainability of the activities.

Preparation of agreements with technical, technological and higher education institutions that present the training services available to the visiting peasant population.

Formation of an assembly and board of directors with the citizen participation of the victims.



Jobs

Management training for the administration of the establishment and its productive activities.

Training in business marketing for the generation of commercial alliances.

Training for the handling and maintenance of industrial and heavy machinery.

Implementation and pedagogy of protocols for the prevention of violence, internal regulations and anti-corruption policy.

Implementation of registration system and access to the shelter.

Carrying out committees to monitor activities for decision-making and risk assessment.

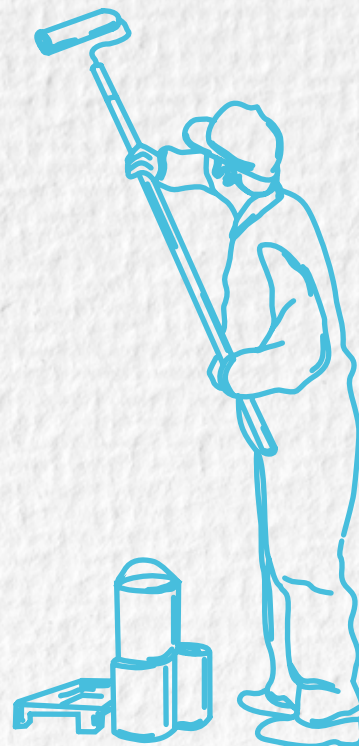
Strategic dissemination of activities through the establishment of communication channels open to the public.



Works

Installation of furniture for the provision of accommodation and training services.

Installation of food processing machines (for example: corn thresher, baler, food washer and dryer, sorting table, refrigerators)



Obligations of the appearing parties

Logistics and cargo assistant in the collection center.

Internal transport and storage of products.

Handling of industrial and heavy load machines.

Maintenance and cleaning of the general facilities of the establishment.

Carrying out physical inventory and product classification.

Summon victims to monitoring and verification committees.

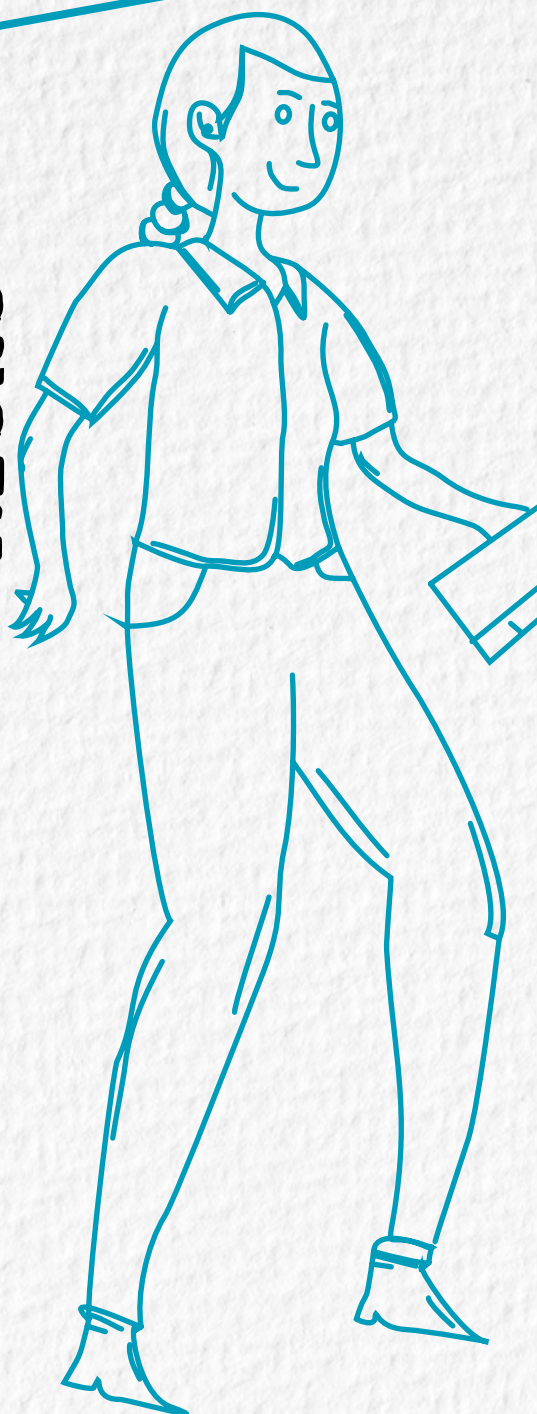
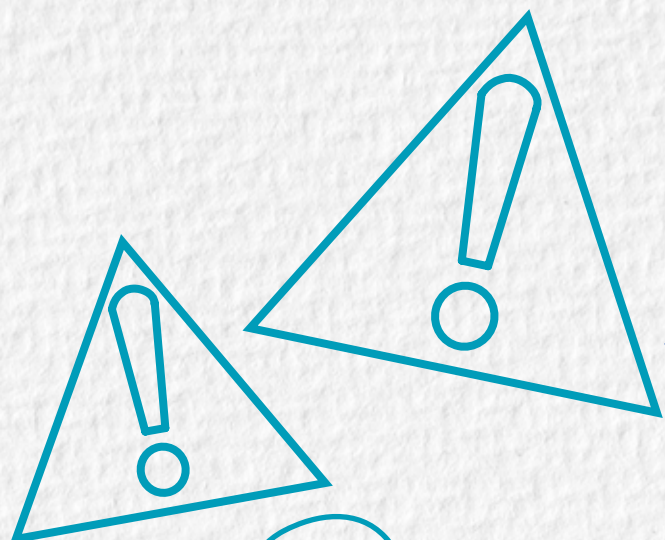
Support for administrative and commercial activities.

To be trained in the operation of the assigned position.

Compliance with internal regulations, procedures and protocols.

Runtime: 5 years

Risks



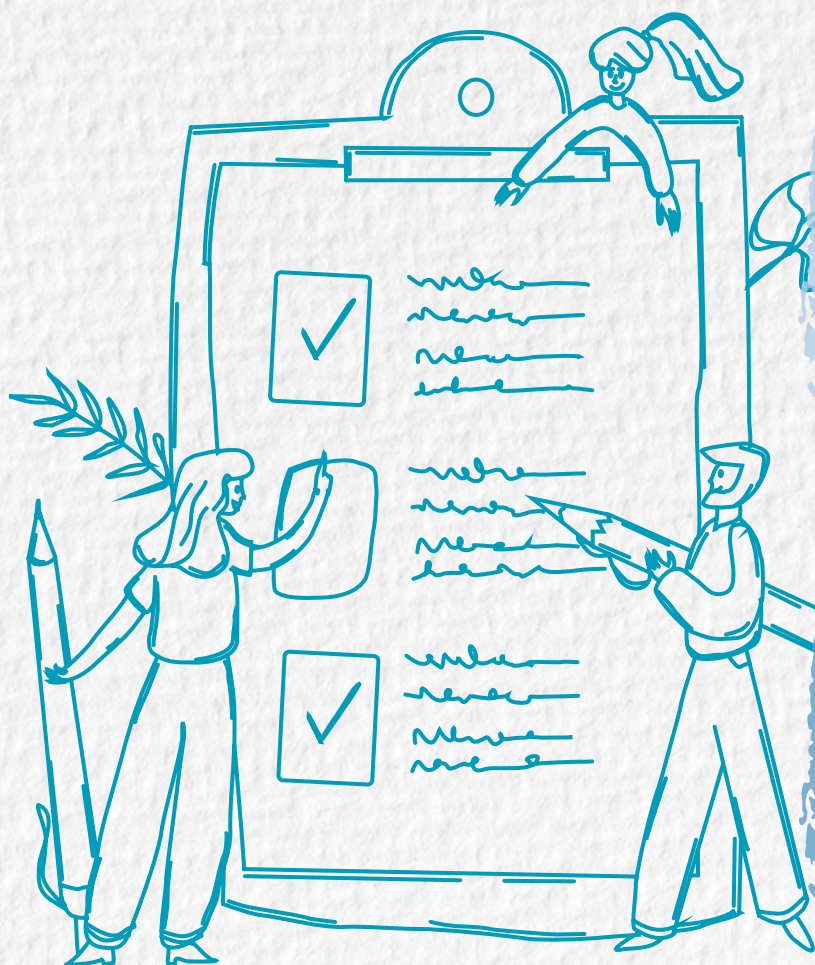
Corruption in the tender and administration of resources.

Budget underfunding for the purchase of land and the start of work, as well as the sustainability of the functions of this space.

Failure to comply with the agreed schedule.

Institutional disarticulation for the implementation of TOAR.

Instrumentalized participation of victims and communities.

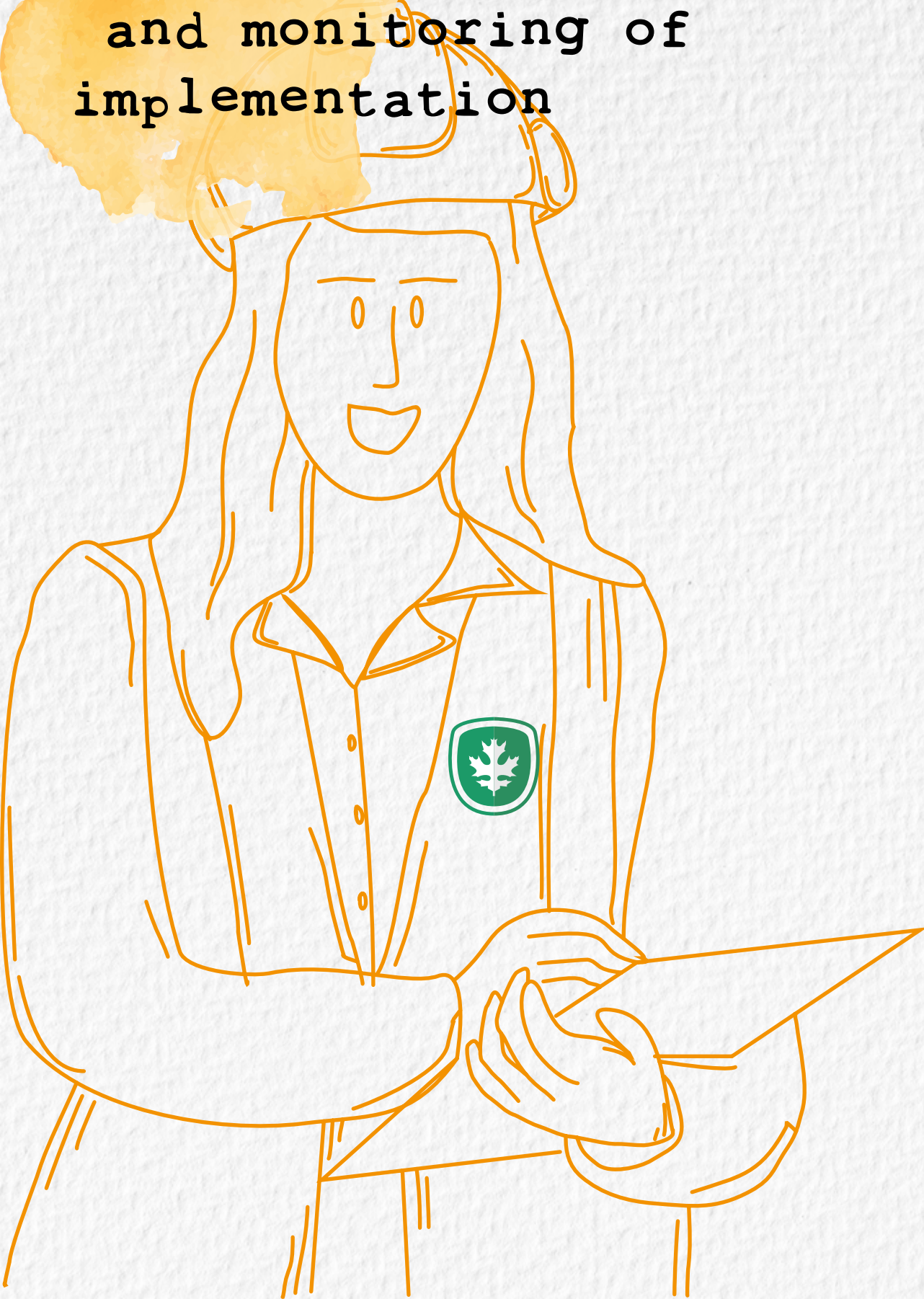


Stigmatization, accusations, harassment, threats and other risks by armed groups, against victims, top officials and non-determining participants who are interrelated within the framework of the reparative-restorative component of the own sanction.

Non-compliance in the operation of the *Casa Campesina* after the completion of this TOAR initiative, thus meaning a failure in the reparation of victims of extrajudicial executions of the Norte de Santander sub-case.

In response to the risk alert with the TOAR implementation in territory in conflict, it is required that the *Casa Campesina* has constant accompaniment from the Public Ministry and international observation agencies that allow this scenario to be positioned as a humanitarian siege. Also, to have communication and reporting channels in the face of risk situations that arise with any of the parties involved in this process.

**Sustainability phase
and monitoring of
implementation**



1

Once the own sanction has been completed, and to give continuity to the activities that are required for the multipurpose operation of *Casa Campesina*, the hiring of victims of extrajudicial executions, victims of the armed conflict and peasant population must be prioritized.

3

This space of the *Casa Campesina* should promote the training of victims and peasant population for associativity and business creation, which allows the improvement of conditions and life projects of future generations.

2

Mixed administration and management for the multipurpose operation of the *Casa Campesina*, provision of an elected and changing board of directors every four years, in which one (1) representative of victims of extrajudicial executions of the Norte de Santander sub-case participates or whoever is delegated for this representation by this beneficiary population of reparation measure in this instance of transitional justice on the reference sub-case.

4

The *Casa Campesina* must promote days of articulation and inter-institutional coordination for the care of victims of the armed conflict; and of the peasant population of the Catatumbo subregion. As well as productive and commercial alliances that strengthen the entrepreneurship of the communities of the territory.



Participation of victims

Effective participation must meet the following standards:

1

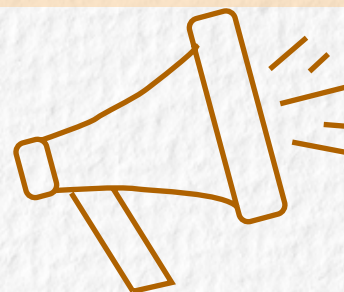
Transfer of timely information, enable continuous dialogues and Exchange of views

2

Broad and deliberative, in reference to the definition of agreement and disagreements for the complementarity or change of proposals.

3

Real and effective evidence of the incorporation of observations, requests and demands made during the process that guarantee the satisfaction of the rights of the victims in exercise of the principle of centrality of the victims.



Following these standards, victims will carry out control and oversight in the tendering of contracts, implementation of the action plan and schedule of activities. Likewise, they will be linked in the operation of the house through technical training and job creation.

For this purpose, the strengthening of victims is required throughout the process, and according to each of the phases that are proposed, through training on mechanisms of participation and citizen oversight for the monitoring and compliance with the provisions of the TOAR initiatives. Likewise, against the generation of capacities that guarantee the proper administration, operation and accountability of the *Casa Campesina*.

2

Initiative Modality

Comprehensive restorative
intervention strategy



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*Mobile spaces for training and promoting
socio-economic stabilization through*
COLLECTIVE PRODUCTIVE ACTIVITIES

Mobile spaces: urban and rural

This initiative is motivated by the identification of the second modality of the macrocriminal pattern investigated by the Room for the Recognition of Truth, Responsibility and Determination of Facts and Behaviors-SRVR, in which the rural dynamics in conflict, urban and the conditions of vulnerability that surround the victim population in each of its territories converge.

Encourage training and collective productivity, benefiting exclusively victims of extrajudicial executions.

This initiative allows benefits to be replicated to indirect victims of both prioritized and nonprioritized things in the JEP, in recognition of their differential damages that for years were not recognized or have not been the subject of attention, for example, through the socio-economic stabilization measures and cessation of the condition of manifest vulnerability provided for in Decree 4800 of 2011 by means of which Law 1448 of 2011 is regulated.



This TOAR proposal proposes a comprehensive strategy of restorative intervention through mobile training spaces and promotion of socio-economic stabilization through collective productive activities; composed of three phases that guide the same process:

1

Formation of political and organizational capacities, whose approach seeks to strengthen and integrate individual capacities for the organized collective action of victims.

2

Formation of technical knowledge and productive capacities for the creation and promotion of business ideas and ventures.

3

Socioeconomic inclusion of the entrepreneurial victim population.

In the development of these phases the beneficiary victim population will receive comprehensive collective support, through a pedagogical process and technical assistance based on a model that promotes associativity. During their participation, knowledge and technical tools are transferred to them, while psychosocial accompaniment, advice and mentoring are provided for their application, the results of which are reflected in the generation of memory initiatives, social organization, the production of new goods and services with added value and the establishment of commercial and institutional connections that make their processes visible and competitive.

Result of the development of numerals 2 and 3:

Victims who, after the training and strengthening spaces, decide to organize or associate to promote a collective productive project will receive a **single economic support of: 15 million** pesos, in the delivery of assets, supplies, materials or equipment for the implementation, promotion and/or strengthening of their collective and/or family productive projects.

It is proposed that this initiative be linked to the government agenda of municipalities and departments with the **presence of victims of extrajudicial executions of subcases prioritized as territories not prioritized by the JEP**. Plans, projects, programs and/or actions attached to the functions of the Secretariat of the Interior, the Secretariat of Social Development and the Secretariat of Post-conflict and Culture of Peace, with the support of the Comprehensive Attention and Reparation Centers for Victims - CAIV and entities such as the Chamber of Commerce, among others.

The implementation of this strategy is **projected either by annual offer, for 5 years of validity** that are proportional to the minimum term of a sanction of its own, in guarantee of the restorative process, the satisfaction of the victims and the wide coverage; in total the strategy consists of an operational period of 10 months for each validity, which will be distributed in accordance with the lines of work proposed below.

The municipal entities must **guarantee a minimum quota of: 100 beneficiary victims** for each period.

10 months Operational Period.

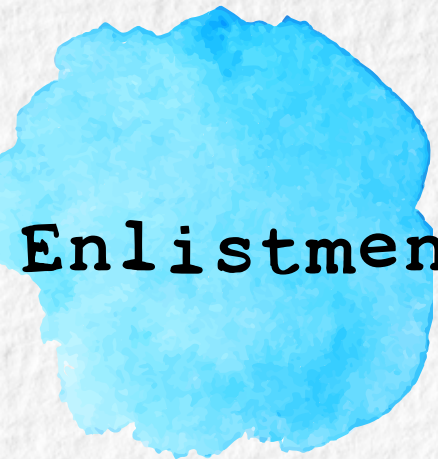
It is planned to have a multiannual budget with sources of public, private and international cooperation resources that **guarantee the sustainability of the schedule of actions to be promoted**.

Prior to its development, the institutional coordination that make up the SNARIV must be strengthened, to achieve an articulated, efficient, timely and evidence-based public offer, which provides enabling conditions for local integration and socio-economic inclusion of victims.

For its call it is essential to use strategies of wide dissemination in the sectors of victims in urban and rural places, both in territories that continue to be in conflict and in those that are not; both in prioritized places and in those that are not prioritized; also, its development requires support from the UARIV, the JEP, the Prosecutor's Office and victims' organizations to identify and focus on their databases the victims of these events located in rural and urban areas so that they can participate in these scenarios.

The obligations of the maximum responsible parties and with non-determining participation, will be adjusted to the restrictive sanctions of their freedoms and rights, as well as, of commitments within the framework of the Strict Conditionality Regime for the contribution to reparative initiatives, according to conditions of habitability, dignity, monitoring and verification provided by the Court of Peace, and in articulation with the SDSJ for cases of parties appearing in this instance. In this way, the roles to be played are distinguished based on the resumes of the military, in technical and operational level functions, eliminating coordination and leadership figures among those appearing that reproduce unequal command models and promote the maintenance of the status quo.

Below is the action plan that proposes some thematic lines for the development of the phases of the restorative intervention, and describes the works, works and activities that must be carried out as obligations of the appearing parties, the possible risks and the role of the victims.



Enlistment phase



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Jobs, Works and Activities of the appearing parties

Generate spaces with authorities so that they incorporate these mobile spaces for socioeconomic stabilization into their municipal and departmental public agendas.

Characterization of the lines of entrepreneurship to be developed with the collection of detailed information on the requirements, capabilities and viability of the business ideas of the victims.

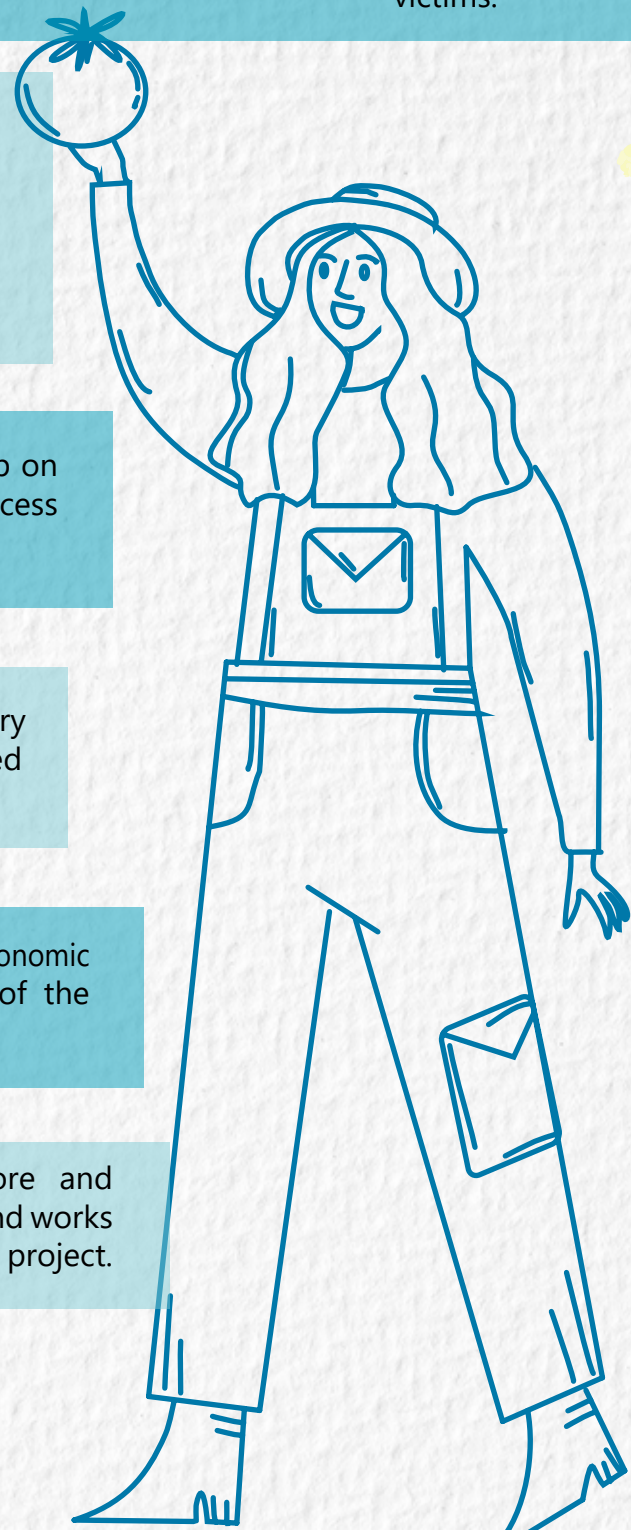
Generate public and private alliances that allow support with economic resources related to seed capital and/or materials that enhance the productive or entrepreneurial projects to be formulated from the victims of extrajudicial executions.

Presentation of management reports and follow-up on the progress of the schedule and results of the process before the victim oversight committee.

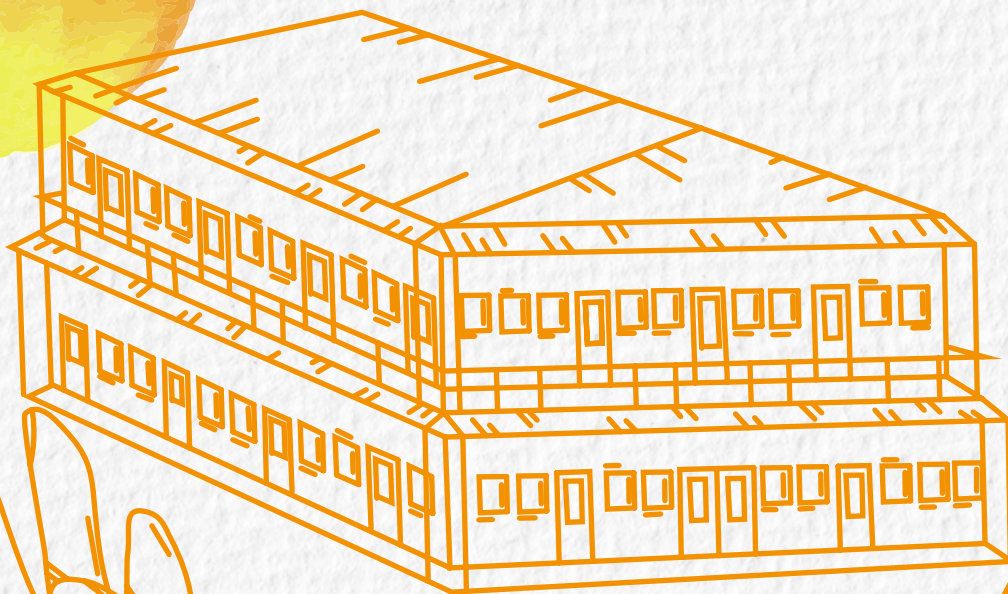
Contribute to the construction of historical memory from the disclosure and recognition of the imputed facts in the spaces for participation with victims.

Identification of financing projects that provide economic capital and human resources for the execution of the victims' business plan.

All those appearing must be trained before and during the execution of these activities, works and works depending on the productive objectives of the project.



Implementation phase



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Activities



Generate public-private partnerships for the execution of training modules for the development of capacities of victims towards the implementation of entrepreneurship and adaptation in the social business context.

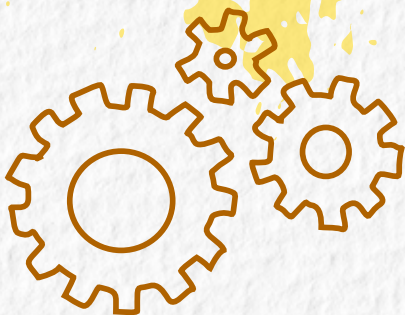
Advice for the creation and commercial regulation of enterprises.

Generate public-private partnerships for the execution of training in organizational, productive and labor skills such as finance, marketing, administrative and commercial.

Generate coordination with institutions of higher and complementary education such as the SENA, the Industrial University of Santander - UIS and the Francisco de Paula Santander University- UFPS, which provide support in the training and strengthening of organizational processes with victims. As well as, for the certification of skills acquired by victims in training spaces.

Establishment of strategic alliances with local, departmental, autonomous and national authorities and institutions, the private sector, non-profit organizations, international cooperators and the institutional offer of SNARIV for the economic, technical and commercial promotion of victims' ventures.

Cooperation with civil society organizations engaged in parallel, similar and/or complementary activities, in the design and implementation of local development projects and programs, training plans, entrepreneurship and research.



Jobs

Design of work plans with public-private partners.



Design of customized work plans for the development of victims' business ideas.

Promotion of spaces for encounters with memory, reconciliation and peacebuilding, through artistic expressions.



Request and management of training programs for the strengthening of soft skills that enhance the autonomy capacity of **victims**.

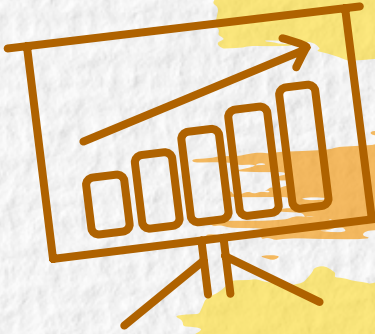
Request and management of training programs to promote relief and empowerment in rights for self-care and prevention of gender violence with a perspective on women.

Request and management of training programs in accounting, marketing, sales, customer service, etc.



Implementation of vocational counselling and labour inclusion for the population of young victims.

Support for the management of business records of enterprises and companies.



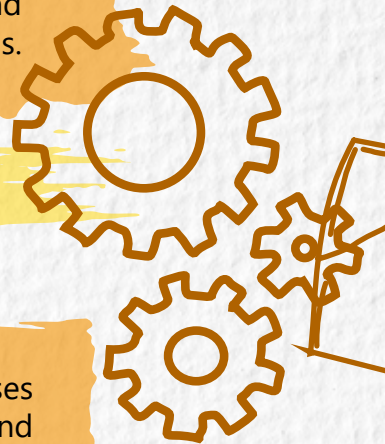
Technical support and monitoring of the participants' business plans to contribute to their sustainability.

Delivery of seed capital, assets, supplies, machinery and equipment to provide the productive units of the victims.

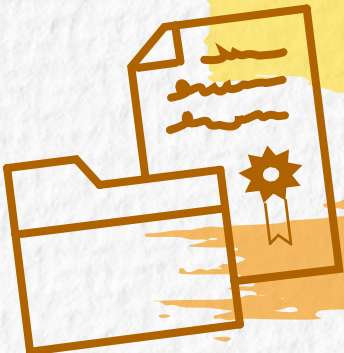
Compliance with assigned responsibilities according to their occupational profile and schedule of activities agreed with victims.

Permanence in the implementation of all phases of the project.

Assist the logistical and technical processes necessary for the initiation and maintenance of the ventures.

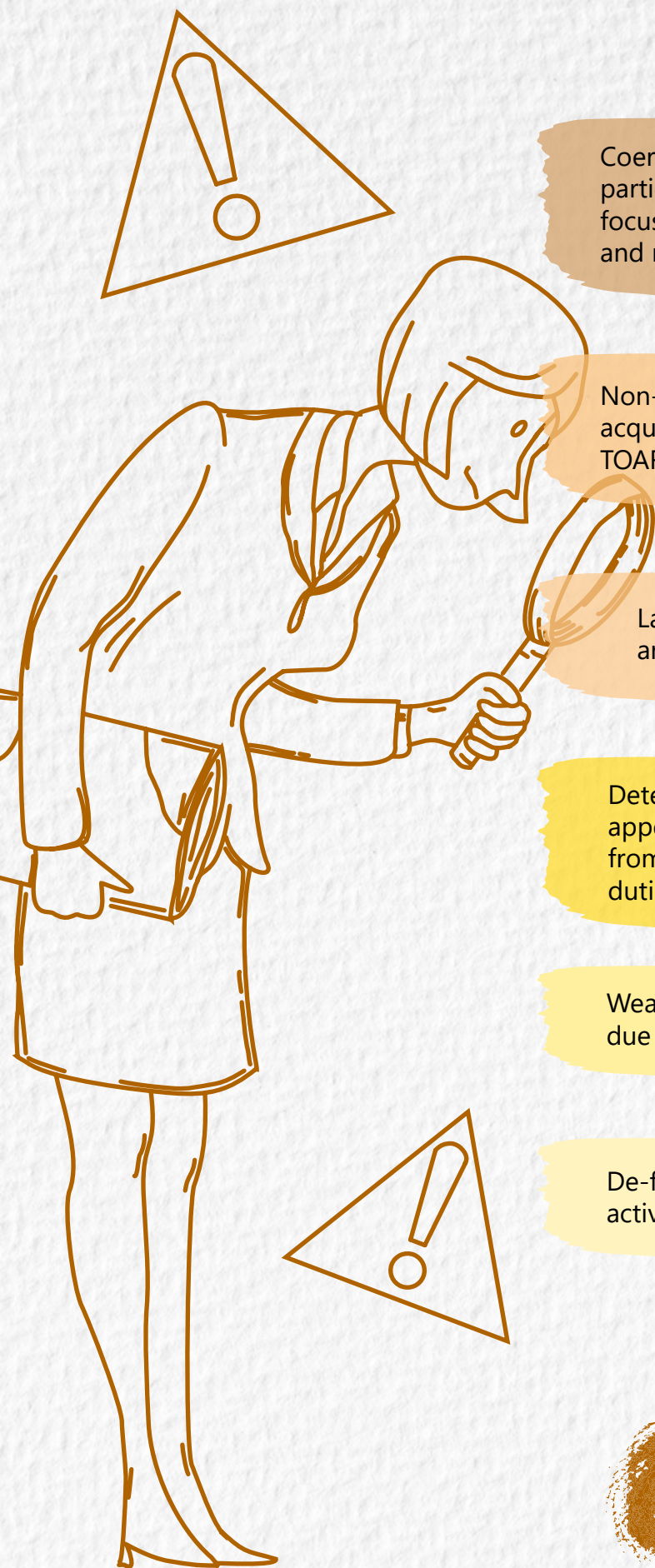


Maintenance of the facilities for the use and enjoyment of all.



Preparation and presentation of periodic monitoring and progress reports for victims.

Risks



Coercion and instrumentalization of the participation of victims with action focused on the fulfillment of results and not processes.

Non-compliance with the commitments acquired for the implementation of the TOAR project.

Lack of commitment and institutional articulation in the territories.

Deterioration of the health of the appearing party and desertion from the performance of his duties.

Weakening of the victim group unit due to government non-compliance.

De-financing for the development of activities, works and restoration works.

Participation of victims

The effective participation of victims must be guaranteed throughout the project development process, through the oversight committee that exercises control and monitoring of compliance with the action plan, schedule and commitments acquired, reviewing strict compliance with the social objective of the TOAR, based on the restorative and restorative approach towards the satisfaction of their rights.

The incorporation of victims in the training processes and generation of productive capacities for the design and implementation of business plans and management of funding sources is of the utmost importance.

This item also includes the special reparative proposal of the highest officials regarding the voluntary economic contribution for the payment of the debts that the victims still have with the cemeteries where the remains of their children rest.

For its part, what is stated in this item meets the current demand on the deficit of articulation between entities, not only against the formulation and execution of TOAR, explained later in

subpoint 2.5.1.; also, against the materialization of the public policy administered and coordinated by the UARIV and in articulation with the SNARIV, this means a challenge for sui generis reparation in this transitional justice on subjects of collective reparation. In this sense, at the same time, this sub-point incorporates and develops two dimensions proposed by the victims, namely:

Stabilization of the material and economic conditions of "those who remained" and guarantees of non-repetition for future generations.

In this sense, paragraph babove, is an initiative of collective integral reparation that may be executed giving compliance and operation to the satisfaction measures; of socioeconomic stabilization and cessation of the condition of manifest vulnerability; guarantees of non-repetition; of the institutionality for the attention and reparation to the victims such as the Special Administrative Unit for the Attention and Integral Reparation to the Victims -UARIV, the National Information Network, coordination bodies of the System of Attention and Integral Reparation to the Victims - SNARIV, and territorial coordination; regulated as a public policy provided in Law 1448 of 2011 and in Decree 4800 of 2011.



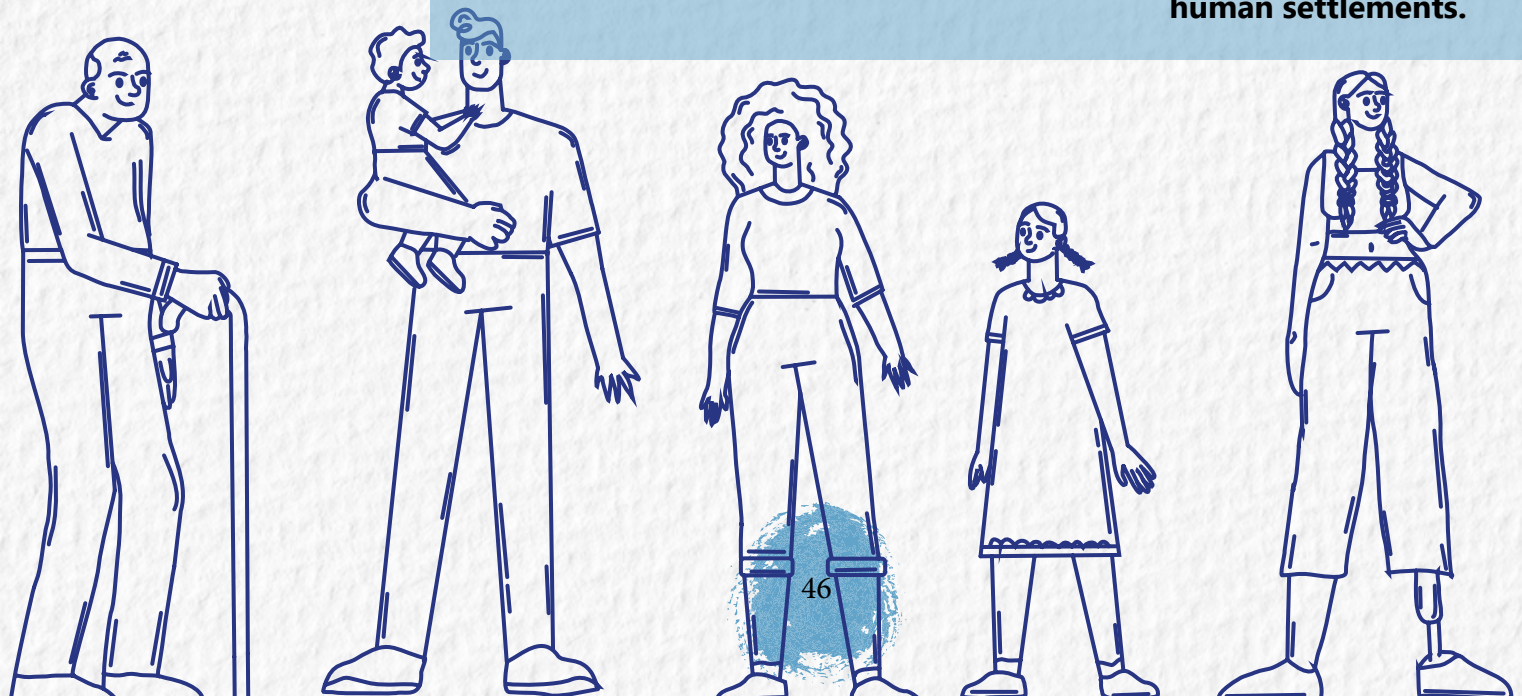
Characterization of victims represented

Peasant victim population, located in the rural area of Catatumbo in the PDET municipalities of Teorama, El Tarra, Convención and El Carmen, and in the non-prioritized municipality of Ocaña; **who have roots in the territory and exercise their agricultural vocation, with and without titled land.**

Victim peasant population, living in rural areas of other departments, in municipalities not prioritized for the implementation of the Peace Agreement such as: La Paz, Ota and Villavicencio; **who have roots in the territory and exercise the agricultural vocation with and without titled land.**

Victim population resident in rural areas who live in insufficient conditions of habitability, without basic services, **without access roads and without adequate conditions of infrastructure.**

Victim population resident in urban areas who **do not have access to decent and proper housing**, who live in insufficient **conditions of critical overcrowding**, without adequate infrastructure conditions and/or in segregated **sectors of high conflict such as human settlements.**

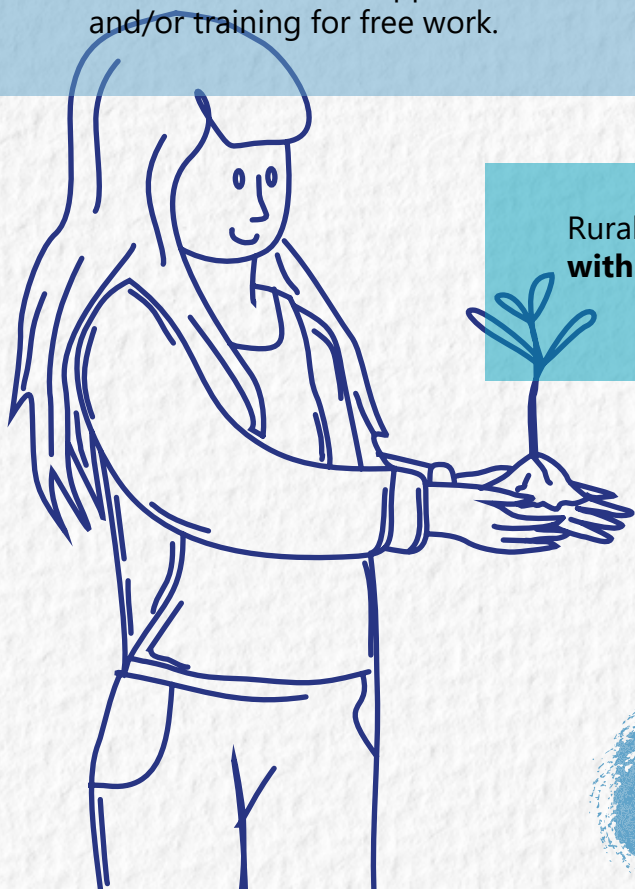


Rural and urban victim population in a condition of **multidimensional and monetary extreme poverty**. According to the updated measurement of the Multidimensional Poverty Index carried out by the SISBEN, **5 heads of victimized households** are part of the population in a condition of **extreme poverty** that was deepened with the events and has not resulted; **4 heads of households** are within the group of **moderate poverty**; and **another 6** are in a **condition of vulnerability**. These figures are confirmed through the analysis of the **evaluation of the monetary poverty index** that emphasizes household income to pay for the family basket, thus identifying that **10 households** have incomes **equal to or lower than the national monetary poverty line**, affecting their **quality of life and well-being**, with **insufficient food bases and high deprivation of basic services**, with a greater tendency towards families in **rural areas** and without detriment to particular cases in **urban areas**.

Urban and rural victim population, young people and adults of productive age with a low level of academic training, training for work or without studies, who are unemployed and/or have barriers to access formal employment with stable incomes.

Young rural and urban victim population, without occupation and vocational guidance, with low academic results in the ICFES exam that limit their opportunities for access to higher education and/or training for free work.

Rural and urban victim **population of older adults with medical complexities**, unprepared for old age and with insufficient living conditions.



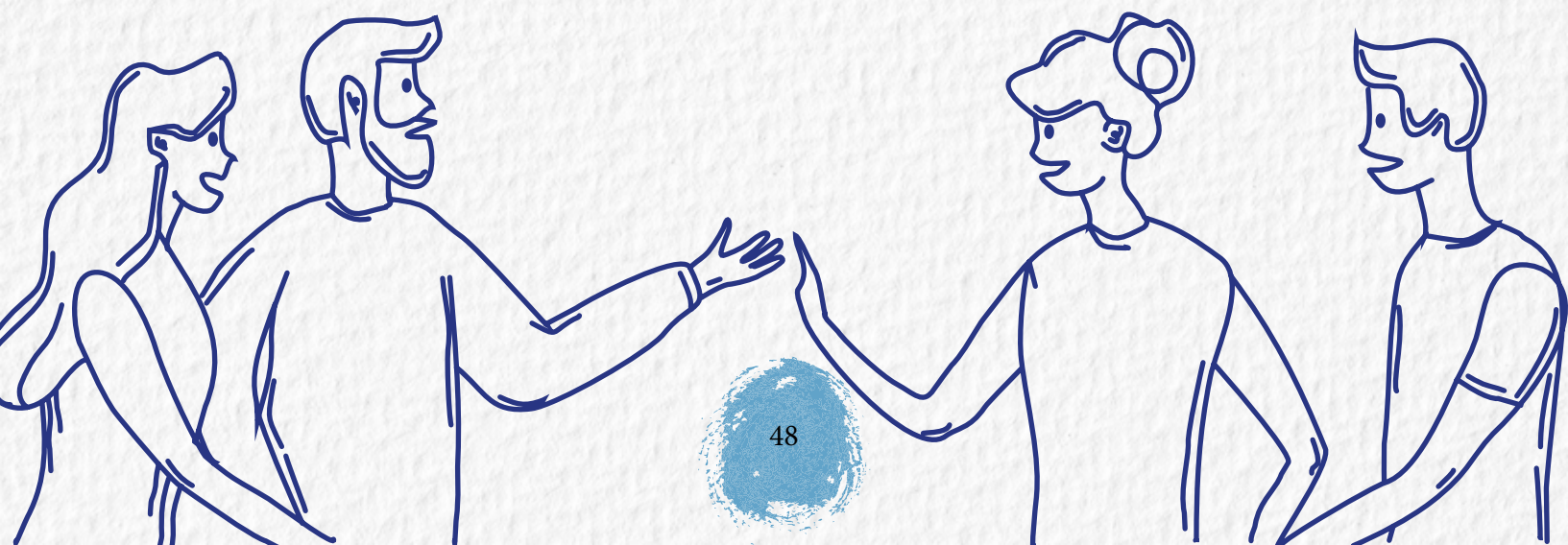
Urban and rural victim **population in adulthood** with a condition of **physical and cognitive disability** without a process of social inclusion.

Urban and rural victim **population of mother's head of household** without land and decent housing.

Young urban and rural **population with psychological effects on behavior and emotions** expressed in post-traumatic stress, depression, anxiety, self-harm, antisocial traits and abusive consumption of psychoactive substances without therapeutic treatment.

Young victim population in rural and urban areas with effects on their **identity and emotional ties**.

Women victims who reside in rural and urban areas, affected in their individual dimension with serious alterations to the life project and social roles as women, mothers, daughters and sisters.



In memory and dignity of

Wilmer Jácome Velásquez

Luis Carlos Angarita Rincón

Jaler Antonio Miranda Miranda

Raúl Amaya Amaya

Carlos Mauricio Nova Vega

Daniel Suárez Martínez

José de Jesús Reyes Quintero

Samuel Rincón Quintana

Luis Alberto Sandoval Suárez

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