



GENDER MAINSTREAMING TOOLKIT

FOR REINTEGRATION PROCESSES

GENDER MAINSTREAMING TOOLKIT FOR ECONOMIC REINTEGRATION PROCESSES

Colombia, 2021

Gender Mainstreaming Toolkit for Economic Reintegration Processes

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Abbreviations and Acronyms

| | |
|---------|--|
| ANZORC | National Association of Farmer's Reserve Areas (abbreviation in Spanish) |
| ARN | Reintegration and Normalization Agency (abbreviation in Spanish) |
| CEDAW | Convention on the Elimination of all Forms of Discrimination Against Women |
| CNR | National Council for Reintegration (abbreviation in Spanish) |
| CONPES | National Council of Economic and Social Policy (abbreviation in Spanish) |
| CPEM | Presidential Advisor for Women Equality (abbreviation in Spanish) |
| CSW | Commission on the Status of Women |
| DANE | National Administrative Department of Statistics (abbreviation in Spanish) |
| ENUT | National time Use Survey (abbreviation in Spanish) |
| ETCR | Training and Reintegration Territorial Spaces (abbreviation in Spanish) |
| FARC | Common Alternative Revolutionary Force (abbreviation in Spanish) |
| FARC-EP | Revolutionary Armed Forces of Colombia - People's Army (abbreviation in Spanish) |
| GDP | Gross Domestic Product |
| ICBF | Colombian Family Welfare Institute (abbreviation in Spanish) |
| IOM | International Organization for Migration |
| LGBTI | Lesbians, Gays, Bisexuals, Transsexuals, Intersex |
| MPTF | Post-Conflict Multi-Partner Trust Fund for Colombia |
| NPR | New Regrouping Area (abbreviation in Spanish) |
| OACP | Office of the High Commissioner for Peace (abbreviation in Spanish) |
| SENA | National Learning Service (abbreviation in Spanish) |
| UCDW | Unpaid care and domestic work |
| UN | United Nations |
| UNAL | Universidad Nacional de Colombia (abbreviation in Spanish) |
| UNDP | United Nations Development Programme |
| UNVMC | United Nations Verification Mission in Colombia |

PRESENTATION

Gender Mainstreaming Toolkit for the Colombian Reintegration Process

— CNR committee on Gender —

The Technical Committee on Gender of the National Council for Reintegration (Consejo Nacional de Reincorporación, CNR), committed to mainstreaming the gender sensitive approach and safeguarding women's rights in all the reintegration actions set forth in point 3.2 of the Final Agreement to End the Armed Conflict and Build a Stable and Lasting Peace (hereinafter the "Final Agreement"), is pleased to present the following tools to facilitate the implementation of said approach in the economic reintegration process.

The Technical Committee is the first gender mechanism in Colombia to mainstream the gender sensitive approach in reintegration plans, programs, and projects. It is a permanent joint discussion space between the Government and FARC that provides decision-making inputs and recommendations to the CNR delegates. Hence, one of the main achievements has been the inclusion of the gender sensitive approach in the National Policy for the Social and Economic Reintegration of FARC-EP Ex-members (CONPES 3931 of 2018) and the development of affirmative actions to advance on women's rights.

Point 3.2 of the Final Agreement provides tools for the reintegration of FARC-EP members into civilian life in the economic, social, and political spheres, according to their interests. Reintegration must be comprehensive. The Agreement explicitly provides that it "shall have an equity-based approach, with a particular emphasis on women's rights,"¹ consid-

ering the national and international regulations, the norms and conventions ratified by the Colombian State, including the United Nations Security Council Resolution 1325 of 2000 and Recommendation 30 of 2013 of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).

The inputs of the CNR Technical Committee on Gender include the *Comprehensive Strategy for the Reintegration of FARC Women*, the *Gender Strategy and the Reintegration and Normalization Agency Mainstreaming Plan (ARN)*, and the multiple technical instruments related to the reintegration process.

In this context, the tools developed with the assistance of UN Women, the UNDP and the Second Verification Mission aim to instructively facilitate the incorporation of the gender sensitive approach in the formulation, design, implementation and monitoring phases of productive projects developed by FARC-EP ex-members per their needs and interests.

These tools aim to prevent and mitigate the disadvantages for women undergoing social and economic reintegration, and provide elements to encourage and guide their equal participation throughout the production cycle within the framework of collective and community reintegration.

1. Final agreement to End the Armed Conflict and Build a Stable and Lasting Peace, page 68.

We hope that these tools will be useful for the work of State institutions, cooperation agencies, officials, communities, and people in the process of reintegration.

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INTRODUCTION

Gender Mainstreaming toolkit for Reintegration Processes

—United Nations System in Colombia—

In 2012, the Colombian Government embarked on negotiations with the Revolutionary Armed Forces of Colombia - People's Army (FARC-EP)¹ with the mutual decision of ending the country's armed conflict. The exploratory phase between the delegations led to the creation of the Negotiating Table in October of the same year, ending with the signing of the Final Agreement to End the Armed Conflict and Build a Stable and Lasting Peace in August of 2016.

Media outlets, institutions, and national and international entities celebrated the remarkable participation of women in this process. For years, the movement of women for peace in Colombia insisted in the political solution to the armed conflict and contributed to its realization by systematizing their experiences of victimization, rural and urban mobilization, the reconstruction of the social fabric in the regions affected by war, and the demand for remembrance, truth, justice, and reparation.

During the years of negotiation in Havana, these organizations, accompanied by non-governmental organizations, women delegates of FARC-EP and the national Government, advocated for the creation of a subcommittee on gender to ensure the inclusion of a gender-sensitive approach throughout the Final Agreement. The conviction that “there is no peace without women” was always present, and the gender-sensitive provisions of the Agreement are now a cause for celebration.

1. *Fuerzas Armadas Revolucionarias de Colombia – Ejército del Pueblo.*

In turn, the role of the subcommittee on gender as an arena for coordination between civilian women and the Negotiating Table was fundamental because the Peace Agreement signed in Colombia not only takes actions in favor of the laying down of arms by FARC-EP but contains provisions that involve extensive institutional transformations to solve the social problems that underlie the armed conflict. Therefore, the purpose of the Agreement is to include the entire civil society—and not just the armed group—in the negotiations.

The six main subjects of the Final Agreement are: integral rural development policy, political participation, end of the conflict, a solution to the illegal drugs problem, comprehensive reparation to the victims of the conflict, and the implementation, verification, and public endorsement of the agreements. The third subject contains the provisions to ensure the effective reintegration of FARC-EP ex-combatants. This point echoes the premise that the construction of a stable and lasting peace relies heavily on the successful, integral, and collective reintegration of the people who lay down their arms to reintegrate into civilian life. Furthermore, it provides that the group of ex-combatants is diverse, as it includes men and women with different life stories, characteristics, potentialities, and needs that must be particularly addressed to overcome the barriers they may face in their reintegration process. Hence, point 3.2 for the economic, social and political reintegration of FARC-EP into civilian life reiterates the State's commitment to ensure that all components of the process have an equity-based

approach, emphasizing women's rights. The guiding principles for the inclusion of the gender-sensitive approach of the National Reintegration Strategy (CONPES 3931)² include the same provisions with 16 specific actions. This implies recognizing the gender inequalities and unique discriminations and impacts of the armed conflict in men and women, foreseeing eventual disadvantages and barriers for the advancement of gender rights resulting from the reintegration process and creating conditions for men and women in transit to civilian life to access equal opportunities and rights.

To contribute to mainstreaming the gender-sensitive approach in the programs, projects and actions of the reintegration process, the Technical Committee on Gender of the National Council for Reintegration (CNR),³ comprised of three representatives of FARC and three representatives of the National Government, has worked in developing gender mainstreaming guidelines, and managing and monitoring the actions with this approach. This document contains the compiled tools that resulted from this work.

The United Nations System in Colombia has supported the national efforts for women to comprehensively participate and benefit from peacebuilding, democracy, and the security of the country. Therefore, it has strongly assumed its commitment to providing technical assistance to the Colombian State to implement the Final Agreement's gender-sensitive provisions. With this purpose in mind, it has supported the CNR's Technical Committee on Gender in the valuable task of compiling specific tools, guidelines, and strategies to develop projects that contribute to the economic and political reintegration of FARC-EP ex-combatants.

This document comprises five sections and provides context, conceptual, and regulatory inputs, as well as specific tools to contribute to the realization of the gender-sensitive approach in the economic and social reintegration of women and LGBTI ex-combatants. It is addressed to individuals, entities, agencies, and organizations involved in the design, implementation, and monitoring of reintegration processes implemented following the signing of the Peace Agreement between the national government and FARC-EP.

Section two describes the current public policy guidelines for mainstreaming the gender-sensitive approach in the economic and social reintegration of FARC-EP. The reader will find two documents in this section: first, the *Technical Committee on Gender Infographic*, which contains its definition, members, objectives, achievements to date, the challenges identified for mainstreaming the gender-sensitive approach in reintegration processes, and recommendations for its effective development.

Second, the *16 gender-sensitive actions of CONPES 3931*, promoted by the CNR's Technical Committee on Gender to include the gender-sensitive approach in the development of affirmative actions for the advancement of women and LGBTI rights in the National Policy for the Social and Economic Reintegration of FARC-EP ex-members.

Section three contains two documents summarizing the specific recommendations for mainstreaming the gender-sensitive approach in the social and economic strategies for reintegration into civilian life, developed by the Gender Committee and the United Nations System. These documents identify the unique obstacles women and the LGBTI community face to establish productive reintegration projects and initiatives; practical recommendations to people, entities, agencies and bodies in

2. *Consejo Nacional Política Económica y Social.*

3. *Consejo Nacional de Reincorporación.*

charge of said processes; a practical guide to facilitate workshops, focus groups and activities with the population in the process of reintegration; and provides tools to include care standards in national processes.

Section four contains the gender sheets prepared by the UNDP, the Verification Mission in Colombia, and UN Women, describing specific experiences in the formulation of the productive, and economic and political empowerment projects developed at a regional level for the gender-sensitive reintegration. Each of the sheets contains information on 1) the site of implementation of the project, 2) general information and value, 3) the background considered to formulate the initiative, 4) the initial diagnosis, 5) the specific objective for including the gender-sensitive approach in the initiative, 6) the characterization of the target population, 7) the promotion and effective participation in the project's activities, and 8) the recommendations to promote gender equality in productive projects.

Sheets A and B contain the experiences of two economic and political reintegration processes implemented by two social organizations with the support of UN Women: Asociación Nacional de Zonas de Reserva Campesina (ANZORC) and Corporación Kolektiva Feminista de Pensamiento y Acción Política, respectively.

Section five contains a document with the lessons learned from the economic and political reintegration projects supported by UN Women and developed by regional organizations. Finally, section six offers a directory to facilitate the effective communication with people, organizations, bodies, agencies, and entities in charge of gender mainstreaming in the reintegration processes.

For the United Nations System in Colombia, the gender-sensitive and integral reintegration is an

opportunity to strengthen the arenas for reconciliation and coexistence among ex-combatants and the communities; transform the structural dynamics in favor of equality for men and women and promote initiatives that favor peace with sustainable development in the regions. Therefore, it hopes that these tools will be useful in the realization of this national objective.

UN Women, United Nations Entity for Gender Equality and the Empowerment of Women.

United Nations Verification Mission in Colombia.

UNDP, United Nations Development Programme.

CONTEXT AND PUBLIC POLICY

**Technical Committee on Gender
of the National Council for Reintegration**

Conpes 3931 gender-sensitive lines of action

CONTEXT AND PUBLIC POLICY

National Council for Reintegration Technical Committee on Gender

WHAT IS IT?

The CNR's Technical Committee on Gender is the first gender mechanism in Colombia that seeks to ensure gender-sensitive reintegration processes, programs, and policies.

The Committee is a permanent joint dialogue arena, with representatives of the government and FARC, to jointly and consensually develop gender-sensitive reintegration guidelines based on the needs of the population undergoing reintegration.

WHO ARE ITS MEMBERS?

GOVERNMENT REPRESENTATIVES

FARC REPRESENTATIVES



ACHIEVEMENTS

Transversal inclusion of the gender-sensitive approach through 16 specific actions in CONPES 3931 of 2018 issued by the National Policy for Social and Economic Reintegration.

Diagnosis of the situation of women and LGBT people undergoing reintegration.

Coordination route and instrument to monitor international cooperation initiatives.

Instrument to monitor and make gender-based observations to the productive projects, a road map with the CNR Productive Projects Committee, and recommendations to include the gender-sensitive approach in the Training and Reintegration Territorial Spaces (ETCRs).¹

Analysis of the FARC and the ARN strategy to develop gender guidelines for reintegration.

Road map proposal for the effective coordination with the CNR Productive Projects Committee.

Coordination with the Special Gender Instance of the Commission for Monitoring, Promoting and Verifying the Implementation of the Final Agreement (CSVI)² and the Presidential Advisor for Women Equality (CPEM),³ with international support to ensure the gender-sensitive approach.

OBJECTIVES

1

Contribute to the development and effectiveness of reintegration measures, programs, and policies concerning women and LGBTI rights.

2

Develop guidelines for the inclusion and mainstreaming of the gender-sensitive approach in the reintegration measures, programs, and policies approved by the CNR delegates.

3

Monitor the implementation of the reintegration measures, programs, and policies for women and LGBTI ex-combatants.

CHALLENGES AND RECOMMENDATIONS

Ensure the participation of FARC in the CNR and strengthen and maintain the CNR's Technical Committee on Gender.

Strengthen and extend the gender-sensitive institutional capacity of the entities with competence over the reintegration, established as responsible in the gender action lines of CONPES 3931 of 2018, and strengthen the institutional regional presence in gender-sensitive reintegration.

Create indicators to monitor the gender-sensitive approach in the reintegration.

Ensure a gender-sensitive budget to develop the action lines of CONPES 3931.

Ensure gender-sensitive monitoring mechanisms for the Reintegration Policy and tools to update the diagnosis information to monitor the implemen-

tation of the gender-sensitive approach and the situation of women and LGBTI people concerning the advancement of their right to reintegration.

Ensure the regional and national dissemination of CONPES 3931 of 2018.

Promote awareness of the gender-sensitive approach in the reintegration process with officials, communities, and FARC-EP ex-members.



GENDER-SENSITIVE ACTIONS LINES OF CONPES 3931



BACKGROUND

- Executive Order 897 creates the Program for the Economic and Social Reintegration of FARC-EP, which guides the reintegration of ex-members into economic and social life.
- It ensures a collective perspective, sustainability through time and a gender-sensitive and equity-based approach.

WHO ENSURES THE REINTEGRATION?

- The National Council for Reintegration (CNR).
- It includes the Gender Technical Committee (MTG), which ensures that the actions consider the experience and needs of LGBTI people.
- The MTG is comprised of representatives of FARC-EP and the National Government.

INCLUSION OF THE GENDER-SENSITIVE APPROACH IN REINTEGRATION

- The MTG achieved this inclusion in the National Policy for the Social and Economic Reintegration of FARC-EP ex-members.
- The result was the creation of 18 gender-sensitive actions organized in four lines of action.

LINE OF ACTION 1

Strengthen planning processes among all actors involved.

1

Training and awareness

Promotion of gender-sensitive strategies and new masculinities in State entities involved in reintegration.

2

Equity-based institutional offer

Coordination of efforts for State entities to include the gender-sensitive approach in the offer of institutional services for reintegration.

3

Offer Flexibilization

Flexibilization of the institutional offer and creation of a committee that identifies the barriers women in reintegration face to access education.

4

Monitoring

Monitoring instruments in the reintegration territories to ensure the equity-based, ethnic-based, disability-based, and gender-sensitive approaches.

5

Information collection tools

Analysis of data and indicators on gender, women, LGBTI population (FARC-EP ex-members) to strengthen the information system.

LINE OF ACTION 2

Promotion of reintegration and strengthening the social fabric, conviviality, and reconciliation.

6

Design of programmes and projects for community work

Programmes that promote work among communities, FARC-EP ex-members and institutions with an equity-based, ethnic-based and gender-sensitive approach.

7

Community reintegration

Community reintegration strategy that contributes to the conviviality and prioritizes issues in the relationship between communities and ex-members through pedagogical proposals.

8

Training for citizenship

Training spaces to strengthen the active citizenship of women of the community and ex-members to advocate in public affairs and peacebuilding.

9

Participation

Promotion of participation scenarios for women of the community and ex-members around reconciliation, peaceful conviviality, peacebuilding, and non-repetition exercises.

LINE OF ACTION 3

Conditions to access programmes for economic stabilization and projection.

10

Economic autonomy

Strategies that promote the economic autonomy of women ex-members that ensure they have access to and manage resources.

11

Barrier reduction

Promotion of strategies to reduce the barriers women face on care, allowing their effective access to reintegration.

RESPONSIBLE AGENCIES

- Agency for Reintegration and Normalization
- National Council for Reintegration

SUPPORTING ENTITIES

- Presidential Advisor for Women's Equality
- Presidential Advisor for Safety
- Presidential Advisor for Human Rights
- Office of the Attorney General of Colombia
- Armed Forces

- Colombian Family Welfare Institute
- Ministry of Defense
- Ministry of National Education
- Ministry of the Interior
- Ministry of Health and Social Protection
- National Police
- National Reintegration System
- National Learning Service
- National Protection Unit
- Universidad Nacional de Colombia

LINE OF ACTION 4

Conditions to access and ensure fundamental and comprehensive rights.

12

Education

Access and permanence of ex-members in primary, secondary, or higher education and training for work.

13

Against violence

Strategies to prevent, address and sanction violence against ex-members.

14

Social and economic reintegration

Regulatory creation of the special harmonization programme for the economic and social reintegration with a gender-sensitive and ethnic-based approach.

15

Sexual and reproductive rights

Promotion and prevention in sexual and reproductive rights for ex-members.

16

Safety

Safety and protection strategies for ex-members that address their particularities and unique risks.

17

Census update

Strategies that protect, safeguard and prevent the violation of the rights of LGBTI people ex-members of FARC-EP.

18

Psychosocial support

Psychosocial programme with a territory-based, ethnic-based, gender-sensitive and women's rights-based

CONPES 3931 GENDER-SENSITIVE LINES OF ACTION

—National Council for Reintegration Technical Committee on Gender—

Background

Executive Order 897 creates the Program for the Economic and Social Reintegration of FARC-EP, which seeks to take the actions required for the reintegration of the ex-members of these armed groups and their families into the social and economic life, according to their interests. The program ensures a collective perspective of reintegration and considers the process's sustainability through time regarding economic stability, and social and community relationships. Furthermore, it shall have an equity-based and gender-sensitive approach (Article 3 of Executive Order 897/2017).

In furtherance of this provision, the National Council for Reintegration (CNR), as the body that issues the guidelines for the reintegration of FARC-EP ex-members, has a Technical Committee on Gender, which contributes by considering the unique needs of women and LGBTI people in reintegration programs and actions.

The Committee is comprised of representatives of FARC and the national Government. This is the first mechanism to mainstream and monitor the gender-sensitive approach in the reintegration process and the plans, programs, and public policies created for this purpose.

Inclusion of the gender-sensitive approach in the reintegration

The CNR's Technical Committee on Gender achieved the inclusion of the gender-sensitive approach throughout the National Policy for the Social and

Economic Reintegration of FARC-EP Ex-members (CONPES 3931). This resulted in 16 actions, 7 of which concern the inclusion of the gender-sensitive approach and 9 are affirmative actions for the advancement of women and LGBTI rights.

Below are the 16 actions and the four main themes of action.

Theme 1: Strengthening the coordination and planning processes between the actors involved in the reintegration of FARC-EP ex-members and their families.

1. Training and raising of awareness: The Agency for Reintegration and Normalization (ARN)⁷, in coordination with the CPEM, will promote strategies that strengthen the training and awareness-raising abilities on the gender-sensitive approach and new masculinities in State entities involved in the reintegration process. For this purpose, and together with the ARN, the CNR and the CPEM will implement actions and train—through the facilitator training methodology—the public officials of the Human Resources departments of the entities involved in reintegration to disseminate and create periodical spaces for reflection that address the gender-sensitive approach and new masculinities.
2. Unique institutional offer: Within the framework of the applicable regulations and the

⁷. *Agencia para la Reincorporación y la Normalización.*

public policies on the matter, the ARN, the CPEM, and the CNR will join efforts so that the national and regional State entities implement the equity-based and gender-sensitive approach in their offer of institutional services for reintegration. For this purpose, the entities involved in the reintegration process will implement scenarios for coordination, design, and knowledge transfer.

3. Flexibility of offers: the ARN, together with the Ministry of National Education and the CNR, will define the gender-sensitive and equity-based technical guidelines required to increase the institutional offer. Therefore, an interinstitutional working group will be created to identify the obstacles faced by women undergoing reintegration to access the formal education system. Based on this exercise, the barriers that require immediate responses will be prioritized to design and implement mechanisms to overcome them.
4. Monitoring: The ARN will design and apply monitoring instruments that include variables with an equity-based, ethnicity-based, disability-based, and gender-sensitive approach to account for the compliance with the ARN action plan. For this purpose, the monitoring instruments previously implemented by the entity will be reviewed, specifically regarding the equity-based and gender-sensitive approaches. Based on this exercise, the tools will be modified—or new tools will be developed—according to the specific characteristics of the reintegration process. These instruments will be validated through an initial implementation in the regions where reintegration is implemented. Subsequently, the ARN's information system will be adjusted as appropriate for its application and periodical feedback according to the process's needs.

Theme 2: Promote community reintegration in the regions, aimed at the strengthening of the social fabric, coexistence, and reconciliation.

5. Community reintegration: Following the CNR's guidelines, the ARN will design and implement the Community Reintegration Strategy that contributes to coexistence and reconciliation in the regions where reintegration is implemented. This strategy will be developed with the entities that will be part of the National Reintegration System, with an equity-based, gender-sensitive, and ethnicity-based approach. This process will be informed by the experience acquired during the implementation of the ARN's community work in the characterization and prioritization of the issues that contribute to coexistence and reconciliation in the regions where reintegration is implemented. Based on the systematization and analysis of the information collected, the problems that affect the relationship between the communities and FARC-EP ex-members will be prioritized to develop educational and good-citizenship promotion proposals that contribute to the creation of spaces for coexistence and reconciliation.
6. Citizenship training: The ARN, together with the CPEM, the Ministry of the Interior and the CNR, will promote and implement strategies to strengthen the active citizenship of women of the community and women FARC-EP ex-members to advocate in public affairs, peacebuilding and the local and national promotion of women agendas. For this purpose, training spaces for women of the community and FARC-EP ex-members will be implemented based on a training plan to strengthen active citizenship, to be developed based on the identification of abilities for advocacy in public affairs and peacebuilding.

7. Participation: The ARN, together with the National Reintegration System and the CNR, will promote spaces for the participation of women of the community and FARC-EP ex-members to develop reconciliation, peaceful coexistence and peacebuilding, and no-repetition strategies. For this purpose, the real reconciliation and coexistence spaces in the regions where reintegration is implemented will be characterized. Then, regional work groups will be created to coordinate the initiatives of women FARC-EP ex-members and the community to face these issues, favor their participation in the existing spaces, or create new spaces according to their needs and interests.

Theme 3: Conditions to access the programs, mechanisms, and resources required for the stabilization and economic projection of FARC-EP ex-members and their families, according to their interests, needs, and capabilities.

8. Economic autonomy: The ARN, together with the National Learning Service (SENA)⁸, the Ministry of National Education, the CPEM, and the Ministry of Labor, will design and implement strategies to promote the economic autonomy of women FARC-EP ex-members to ensure the access, control and use of resources. For this, the ARN will analyze the socio-labor characterizations and profiles of women FARC-EP ex-combatants and the territorial diagnosis and create joint-discussion spaces with the entities involved. Upon designing the strategy, the stages and mechanisms for its implementation in the regions where reintegration is implemented will be defined.
9. Overcoming obstacles: The ARN, the SENA, the CPEM, and the Colombian Family Welfare

Institute (ICBF)⁹, the Ministry of National Education, the Ministry of Labor, and the Ministry of Health and Social Protection will promote integral strategies to overcome women's obstacles regarding care work, allowing their adequate access to the other components of reintegration. The barriers to access the institutional services for women undergoing reintegration will be identified, and the stages and mechanisms to implement the strategy in the regions where reintegration takes place will be defined.

Theme 4: Conditions for the access and fulfilment of fundamental and integral rights of FARC-EP ex-members and their families.

10. Psychosocial assistance: The ARN, together with the CNR, will design a psychosocial assistance program with a territorial-based, ethnicity-based, gender-sensitive, and women's rights-based approach that allows addressing the needs of FARC-EP ex-members and their families. For this purpose, spaces for discussion will be created in which the ARN and CNR's technical teams will propose the components of this program based on the updated census conducted by Universidad Nacional and the needs identified during the early reintegration stage, as well as the best practices in issues that can be replicated.
11. Education: The Ministry of National Education and the SENA will promote the access and permanence of women FARC-EP ex-members into basic primary and secondary education, training for work or higher education, creating conditions that allow mothers responsible for children and single mothers to access education. For this purpose, the information on the

8. *Servicio Nacional de Aprendizaje.*

9. *Instituto Colombiano de Bienestar Familiar.*

socioeconomic census conducted by Universidad Nacional regarding the educational interests of women FARC-EP ex-members will be updated. Then, access to places, scholarships, or funding alternatives that favor their entry into education according to their abilities, interests, and skills will be coordinated with the educational institutions.

- 12. Sexual and reproductive rights:** The ARN, together with the Ministry of Health and Social Protection and the CPEM, will develop strategies for the promotion and prevention regarding sexual and reproductive rights of women FARC-EP ex-members. For this, the ARN, together and with the support of the CNR Health and Gender Committees, must update the information of the Socioeconomic Census conducted by Universidad Nacional de Colombia to identify the priorities for the development of pedagogic activities, the dissemination of communications and training for women FARC-EP ex-members.
- 13. Against violence:** The ARN, together with the CPEM, the ICBF, the Ministry of Health and Social Protection, the Office of the General Attorney of Colombia, and the CNR, will promote strategies to protect against, prevent and sanction violence against women FARC-EP ex-members. For this, the ARN will survey the required information and consolidate the content-creation spaces with the relevant entities to design strategies and determine the conditions for their implementation.
- 14. Security:** The ARN, the Presidential Advisor for Safety, and the CNR will implement safety and protection strategies for women FARC-EP ex-members that consider their particularities and unique risks. This way, actions will be implemented for the National Protection Unit, the National Police, the Army, the Ministry of the Interior, the Ministry of Defense, and other competent entities, to prepare the diagnosis required to characterize women's security problems, needs, and the priority issues on the matter. The attention strategy, and the entities and programs that can coordinate regional and national activities on safety, prevention, and protection, will be defined.
- 15. Census update:** The ARN, together with the Ministry of the Interior, the Presidential Advisor for Human Rights, and the CNR, will implement strategies to protect, safeguard and prevent the violation of rights of LGBTI FARC-EP ex-members. For this, the information of the socioeconomic census conducted by Universidad Nacional de Colombia on LGBTI people will be updated, and pedagogic activities aimed at the respect for sexual diversity in the regions where reintegration occurs will be implemented.
- 16. Social and economic reintegration:** The ARN, together with the Ministry of the Interior, the authorities, and ethnic groups organizations, will jointly and participatorily develop the regulatory instruments to adopt the special harmonization program for the social and economic reintegration with an equity-based, ethnicity-based, and gender-sensitive approach. For this purpose, the information of the socioeconomic census conducted by Universidad Nacional de Colombia will be updated regarding the FARC-EP ex-members who self-identify as part of an ethnic group. Subsequently, the authorities and ethnic organizations responsible for coordination actions to build joint workspaces will be identified to define the components of the Special Harmonization Program components, as well as the regulatory instruments to support it.

- 17.** Census update: The ARN, in coordination with the Ministry of the Interior, the Presidential Advisor for Human Rights, and the CNR, will implement strategies that protect, guarantee, and prevent the violation of the rights of LGBTI ex-members of FARC-EP. For this purpose, the information of the socioeconomic census prepared by Universidad Nacional de Colombia regarding LGBTI people will be updated, and pedagogical activities on the respect for sexual diversity in the regions where reintegration is developed will be implemented.
- 18.** Social and economic reintegration: the ARN, in coordination with the Ministry of the Interior and ethnic groups' authorities and organizations will develop the regulatory instruments to adopt the special harmonization programme or the social and economic reintegration

with an equity-based, ethnic-based and gender-sensitive approach with the participation and collaboration of the ethnic peoples and groups' authorities and organizations. For this purpose, the information of the socioeconomic census prepared by Universidad Nacional de Colombia regarding FARC-EP ex-members who self-identify as members of an ethnic group will be updated. Then, the ethnic authorities and organizations involved in the joint workspaces to define the components of the Special Harmonization Programme, and the regulatory instruments to support it, will be identified.

MAINSTREAMING TOOLKIT

**General Recommendations to Include the
Gender-sensitive Approach in the Formulation of
Socioeconomic Reintegration Strategies**

**Minimum Care Economy Standards to Formulate and
Implement Reintegration Productive Projects**



GENERAL RECOMMENDATIONS TO INCLUDE THE GENDER-SENSITIVE APPROACH IN THE FORMULATION OF SOCIOECONOMIC REINTEGRATION STRATEGIES*

— National Council for Reintegration Technical Committee on Gender —

The purpose of this document is to give practical recommendations to people, entities, agencies and bodies working in the implementation of the reintegration of men and women FARC-EP ex-members in the ETCRs and reintegration areas.¹

Context

Point 3.2 of the Final Agreement for the economic, social and political reintegration of FARC-EP into civilian life provides that said process will be implemented comprehensively and considering the interests of ex-combatants. It also provides that all the components of reintegration shall have an equity-based approach with emphasis on women's rights.² Thus, it recognizes the gender inequalities, discriminations and unique impacts of the armed conflict on men and women and considers possible gender-based disadvantages and obstacles for the advancement of rights resulting from the reintegration process.

Similarly, the Agreement provides that “the conditions in order for equality to be real and effective

will be guaranteed in its implementation and affirmative measures will be adopted in favor of groups that are discriminated against or marginalized, taking a territorial-based, equity-based and gender-sensitive approach into consideration.”³ This implies performing actions that ensure the inclusion of the gender-sensitive approach and women's rights in the design, formulation, implementation and monitoring stages of productive reintegration initiatives.⁴ For this, the participation, economic autonomy and decision-making by women FARC-EP ex-members must be ensured by considering specific context and circumstances.

The inclusion of the gender-sensitive approach in the economic reintegration is critical to achieving equality between men and women. It implies adopting measures to address the specific needs and priorities of women and LGBTI people, considering other factors that may influence the emergence or exacerbation of possible obstacles and disadvantages such race or ethnicity, age, disability status, socioeconomic status, among others.

The development of reintegration productive projects and initiatives has shown that women and LGBTI people face **unique barriers**, including:

* See Annex. Gender Sheet of productive projects for reintegration.

1. The reintegration areas include the New Reintegration Points (NPR, *Nuevos Puntos de Reincorporación*) and urban collectives.

2. This is also provided in the national and international regulations and in the conventions on women's rights ratified by the Colombian State, such as Security Council Resolution 1325 of 2000 and CEDAW General Recommendation 30 of 2013 on reintegration.

3. Final Agreement, pg. 6.

4. Note that these recommendations are included in the framework of the actions of CONPES 3931 of 2018.



1. In some cases, women and LGBTI FARC-EP ex-members are not actively and decisively included in the design stage.
 2. Women FARC-EP ex-members do not always have the time to attend meetings and participate in the design and implementation of projects because they are responsible for domestic work and caring for children and the elderly.
 3. Most Training and Reintegration Territorial Spaces have no care environments for children, the elderly, or people with disabilities.
 4. Some women FARC-EP ex-members have no technical capacities or knowledge to effectively participate in the design and implementation of the projects.
 5. Some productive projects reproduce traditional gender roles (e.g., women only participate in projects associated with femininity such as sewing, cooking, gardening, cosmetics).
 6. Some women FARC-EP ex-members participating in the projects do not have safety measures in contexts in which they require them, hindering their effective participation in their implementation and especially in product trading, distribution and marketing stages.
 7. Some territories lack coordination with the local and regional institutions that include the gender-sensitive approach to support and strengthen the productive projects that promote the economic autonomy of women and LGBTI people.
- Considering these difficulties for developing productive initiatives as part of the reintegration in the ETCRs and reintegration areas, below are some recommendations to consider for all the stages of the projects, particularly during the implementation:
1. Ensure that the effective, decisive and continuous participation of women in the project design

and formulation is maintained or increased. In addition to women's initiatives to ensure their economic feasibility, the productive projects in the ETCRs and reintegration areas must have parity (equal participation by men and women), considering that there is a high percentage of women among the population in reintegration processes.

2. Ensure affirmative actions that facilitate the participation of women; for example, adapt the schedules of meetings, provide integral spaces for the shared care of children, facilitate transport where required, etc.
3. Ensure education in gender matters among FARC-EP ex-members to facilitate the understanding of the collective benefits and gains of including the gender-sensitive approach and the participation of women and LGBTI people.
4. Provide women with the training required for their effective participation in the productive projects.
5. Ensure the provision of integral care spaces and routes or integral measures that allow women to participate in the projects on equal terms to promote the equal recognition, reduction and redistribution of care work.
6. Include contents on the recognition of women's work and the importance of economic autonomy in the technical training for the implementation of projects.
7. Ensure that the productive projects do not reaffirm traditional gender roles and instead promote the abilities, interests and knowledge of women by drawing on the knowledge acquired during their guerrilla life.
8. Monitor the implementation of the project's gender-sensitive approach to ensure the par-

ticipation of women at a technical and administrative level, in decision-making that impacts their economy throughout the stages of project development.

9. Ensure that the project promotes the effective participation of LGBTI people with no discrimination nor stigmatization.
10. Consider the security of women and LGBTI people, considering their particular vulnerability by territory and according to the activities to be performed.
11. Ensure ideal routes and mechanisms for the assistance, protection and access to justice in possible cases of gender-based violence.
12. Locate the integral care spaces in areas that consider the security conditions of the territory and the unique needs of women, boys, girls, adolescents and the elderly, people with disabilities, and LGBTI people.



13. Consider the harmonization of personal and family schedules and the demands of the productive project.
14. Create the conditions for women-led projects to have an effective marketing and sustainability in the local and regional market, which implies—in addition to the economic component— facilitating reconciliation processes with women and men of the community through activities such as care fairs, the development of joint productive projects, and more.
15. Promote local and regional coordination with the private sector and government entities such as Secretariats of Women and Department's Women Networks to promote the sustainability and coordination of productive initiatives.
16. Create the conditions for FARC-EP ex-members who belong to ethnic groups and their communities to foster dialogues and procedures with the reserves, *cabildos*, community councils of black communities in the ETCRs and reintegration areas.
17. Strengthen the autonomous practices through productive projects, recognizing the historical remembrance of FARC-EP ex-members who belong to ethnic groups and their perception of territory.
18. Recognize and respect the diversity of worldviews and cosmogonies and ensure that the ancestral skills are strengthened in the implementation of productive projects, informed by the historical resistance processes and the knowledge of indigenous and afro-Colombian peoples.





During
the
monitoring
stage:

1. Establish indicators on the perception of women and LGBTI

people on their advocacy, significant and continuous participation in the various stages of the productive projects and their satisfaction level.

2. Ensure that the evaluation of productive projects includes spaces that facilitate reporting difficulties in the development of the project by women and LGBTI people.
3. Monitor the effectiveness of the initiatives to strengthen the economic autonomy of women and their capacity to control and manage their resources.
4. Monitor that the initiatives strengthen and promote the strategic participation of women in solidarity economy.

In addition to the previous recommendations, below are some guiding elements and questions to consider when developing workshops and activities with communities and people in the process of reintegration to design, implement and evaluate productive initiatives.

These are grouped into four stages:

STAGE 1. Participatory Diagnosis

1.1 Collection of relevant information from an ethnicity-based and gender-sensitive approach for economic reintegration projects

KEEP IN MIND:

Collect information that allows characterizing the population and the territory with an equity-based approach: work, sexual division of labor, heads of household, labor market, poverty, access to basic services, ethnicity, men and women roles, participation and advocacy levels.

Guiding questions:

- ¿How many women/men live in the territory?⁵
- ¿How many LGBTI people live in the territory?
- ¿Are there productive initiatives by women? Which productive initiatives are these?
- ¿Do women participate in the ECOMÚN meetings? Do they participate in project formulation? What is the extent of their participation?
- ¿What problems have been identified in the ETCRs and reintegration areas that may affect the development of the initiative? How do they affect men, women and LGBTI people?
- ¿Are there local gender-sensitive policies? Through which offices/institutions? Are there specific measures to address the needs and problems of women and LGBTI people? How can these provisions strengthen the initiative?
- ¿Do the municipal and departmental develop-

5. Define the territory according to the needs (specify whether the information to be collected corresponds to the ETCR or if population data of the community as a whole should be collected, when it is part of a productive initiative).



ment plans consider the existing gender gaps?

- What social organizations or women or LGBTI networks exist in the region?
- ¿What are the participation spaces available for women and LGBTI people?

Ethnicity:

- ¿Are there people who self-identify as members of an ethnic group in the territory? To which community or people do they belong?⁶ (Palenquero, raizal, Afro-Colombian, Black, Gypsy/Rrom, indigenous).
- ¿How many women and men who self-identify as black, Afro-descendant or Rrom live in the ETCRs and reintegration areas?
- ¿How many women and men who self-identify as indigenous live in the ETCRs and reintegration areas?
- Do the ethnic groups identified have their own

language? (If yes, mention it)

- If they self-identify as members of an ethnic community, what are the productive practices of the community? Are they perceived as replicable for the productive projects to be undertaken?
- What are the main difficulties of the territory in regard to safeguarding the rights of the ethnic population? (e.g., difficulties in receiving health-care due to the non-recognition of ancestral medicine practices and racial discrimination).
- ¿Is there an entity or body (public or private) that promotes local affirmative actions with an ethnicity-based approach? What kind of actions are these? Are there sufficient and suitable personnel to aid with an ethnicity-based approach?
- ¿Are the municipal and departmental development plans inclusive for the ethnicity-based approach?
- What self-organization forms are there in the

6. Ask about self-recognition in regard to culture, customs, daily life, territories, world view, cosmogony and phenotype.

territory? (Community council, indigenous reserve or *cabildo*, and Romani gypsy company).

- ¿Is there any relationship between these forms of organization and the ETCRs and reintegration areas in the productive field? How has it developed?
- ¿Are there self-education alternatives aimed at the productive improvement? (Lectures in ethno-education, Afro-Colombian or intercultural studies).

1.2 Information analysis

In order for the socio-economic diagnosis of the ETCRs and reintegration areas to include the gender-sensitive and ethnicity-based approach, there must be quantitative and qualitative information on the situation of women and men, LGBTI people and people of ethnic groups, including their previously identified problems, risks, interests, capaci-

ties and challenges.

To systematize the information collected, please consider:

- Identify the predominant productive sector of women, LGBTI people and people of ethnic groups, as well as its potential for growth.
- Consider the main obstacles men, women, LGBTI people, and people of ethnic groups face to access decent and favorable conditions in the productive field.
- Recognize the main obstacles men, women, LGBTI people, and people of ethnic groups face to ensure their effective participation in the various stages of the productive project.
- Identify any previous knowledge of men, women, LGBTI people and people of ethnic groups that shows a productive potential for economic reintegration.



- Identify opportunities for coordination with institutions, private companies and other organizations to strengthen the development of productive projects in the region.

STAGE 2. Participatory identification of needs and alternatives for reintegration productive projects

Integrating the gender-sensitive approach implies contributing to balance the social position of women and men and reducing the specific obstacles women face due to historical inequality, which may be exacerbated in the transit to civilian life.

KEEP IN MIND:

- The problems, actors, alternatives and risks of people undergoing reintegration may be different from those of the communities. Do not assume that every person undergoing reintegration, or the community, think and need the same for their well-being.

- The needs and interests of men, women, LGBTI people and people of ethnic groups are different and must be recognized and included in the productive project.
- It is important to identify strategic actors for the development of productive projects. Bear in mind the presence of women’s organizations and collectives, women’s and gender secretariats of mayors’ offices, directorates of ethnic and LGBTI affairs, and other institutions or bodies that can help include the gender-sensitive and ethnicity-based approach in the productive project.

Guiding questions:

- ¿Have men, women, LGBTI people and people of ethnic groups been consulted on their needs and interests?
- ¿Has the experience of women in the guerrilla been considered to define initiatives?



- ¿Are there specific productive proposals for ethnic groups?
- ¿Have the specific cultural practices of FARC-EP ex-members been considered to design the initiatives?
- ¿Have various alternatives been proposed so as not to reinforce discriminatory stereotypes on ethnic-racial and cultural grounds?

Promote care spaces for boys, girls, adolescents and youth.

Strategies to help reduce women's obstacles related to care work, i.e., those referring to activities and services for meeting basic needs that guarantee existence, such as child-rearing, domestic chores, cleaning, home maintenance and care of people with disabilities, the elderly, the ill and children, among others should be considered.

The collective responsibility and distribution of care work must be promoted to ensure the effective participation of women in the economic reintegration collective processes for FARC-EP ex-members.



STAGE 3. Project Formulation

Guiding questions:

- ¿Have men, women, LGBTI people and people of ethnic groups participated in the planning of the productive project?
- ¿What is the contribution of women in the definition of the productive project?
- ¿Does the project formulation consider sex-disaggregated data?
- ¿Does the project objective explicitly promote gender equality? ¿How?
- ¿Has the project considered the negative impact that its development may have on men and women's workloads?
- ¿Does the project create the conditions to balance the loads of productive and family care work for women and men?
- ¿Does the project consider the gender problems and gaps that are evident in the region, ETCRs and reintegration areas?

- ¿Does the project contribute to the economic empowerment of women, LGBTI people and people of ethnic groups?
- ¿Does the project recognize and include productive knowledge and practices with an ethnicity-based approach according to the proposals of people self-identifying as members of ethnic peoples and communities?
- ¿Is the participation of women ensured throughout the production chain?
- ¿Is resource access and control guaranteed for men, women, LGBTI people, and people of ethnic groups on equal terms?
- The production cycle promotes the economic empowerment of women, LGBTI people and people of ethnic groups (resource access and control).
- Contributions to strengthening their abilities acquired during guerrilla life and the development of new skills.
- That the interests and needs of women, LGBTI people and people of ethnic groups are reflected.

STAGE 4. Project Evaluation

The collective reintegration projects for FARC-EP ex-members must contribute to consolidating an economy that allows women to gain economic autonomy, promote the growth and vitality of the economy in the regions, contribute to community reintegration and strengthen their leaderships in

Among the activities formulated to develop the productive project, consider:

- Affirmative actions for women, LGBTI people and people of ethnic groups.





the productive and cooperative project as members of the FARC collective.

The main analysis criteria for a gender-sensitive evaluation is the review of the differences and disadvantages between men, women, and LGBTI people regarding the project's area of work and intervention (for example: childcare workload).

A gender-sensitive evaluation means comparing the current situation of men and women regarding their participation in the reintegration productive initiative based on equality criteria. It is not limited to the collection of sex-disaggregated data or the inclusion of women; it implies analyzing the reality of men and women and how the initiative helps change inequalities between men, women, and LGBTI people to ensure their participation and advocacy in all the stages of the production cycle to

obtain benefits, resources and increase their abilities on equal terms.

Furthermore, within the framework of economic reintegration, the ethnicity-based approach seeks to ensure the recognition of the ethnic and cultural diversity throughout the implementation of the project. This implies a permanent discussion with the ethnic groups to harmonize the reintegration process and reflect their cosmogony and worldview and strengthening the community strategies of the ethnic groups.

Guiding questions:

- Have there been contributions to eradicate the economic gaps for women, LGBTI people and people of ethnic groups?



- Have there been contributions to change the power relationships by increasing women's agency and autonomy in collective reintegration processes?
- Have the productive projects promoted equal opportunities for men, women, LGBTI people and people of ethnic groups?
- Has women's resource access, management and control capacities been increased?
- Has the development of reintegration productive initiatives contributed to creating conditions for the political participation of women, LGBTI people and people of ethnic groups?
- Do men participate and get involved in care work and promote the economic empowerment of women?
- Has the project contributed to strengthening and valuing ethnic and cultural diversity?
- Has a communication strategy that reports on the existence, progress and results of the project from a gender-sensitive and ethnicity-based perspective been developed?
- Does it promote the leadership by women and LGBTI people in solidarity economy?

MINIMUM CARE ECONOMY STANDARDS TO FORMULATE AND IMPLEMENT REINTEGRATION PRODUCTIVE PROJECTS

—ONU Mujeres, Entidad de las Naciones Unidas para la Igualdad de Género y el Empoderamiento de las Mujeres—

Abstract

Under the motto “leave no one behind,” the 2030 Agenda for Sustainable Development seeks to achieve a 50-50 planet in terms of gender equality by 2030 as an element for development, democracy, and peacebuilding. Particularly, Sustainable Development Goal 5 calls for “achieving gender equality and empower all women and girls,” for which it proposes targets such as “recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family” (5.4).

Colombia is one of the countries in the Latin American region that has made significant progress towards achieving the Sustainable Development Goals. In 2010, Colombia enacted Law 1413, which regulates the inclusion of the care economy in the National Accounts System to measure women’s contribution to the country’s economic and social development and as a fundamental tool to define and implement public policies. Thanks to this Law, a National Time Use Survey (ENUT)⁷ is conducted periodically, and the contribution of unpaid care work activities to the Gross Domestic Product (GDP) is calculated.

7. Encuesta Nacional del Uso del Tiempo.

According to this Law, “care economy refers to unpaid work performed at home and related with maintaining the household, caring for other people in the household or the community and maintaining the paid workforce. This category of work is of fundamental economic importance in a society.” (Article 1). According to this Law, “housework and unpaid care activities” include, among others, the following: “1. Organization, distribution and supervision of domestic work. 2. Food preparation. 3. Cleaning and maintenance of the household and belongings. 4. Cleaning and maintenance of clothing. 5. Care, instruction and education of children (transport to school and help with homework). 6. Caring for the elderly and the ill. 7. Buying groceries, paying bills and running household-related errands. 8. Repairs inside the household. 9. Community services and unpaid assistance to other households of relatives, friends and neighbors.” (Article 3).

Following the enactment of the Law, the Colombian State has conducted two national time use surveys through the National Administrative Department of Statistics (DANE). This survey has allowed establishing that women devote double the time than men to unpaid domestic and care work: 7 hours and 14 minutes a day, versus an average of 3 hours and 25 minutes a day for men. By analyzing the care activities, it is possible to understand that these tasks provide all people with the basic and

essential conditions for life, so they are part of the invisible process that sustains the economy. DANE has calculated that the value of unpaid care and domestic work is equal to 20% of the 2017 current GDP.

The high time burden of care work for women—which almost doubles that of men—limits their educational and work opportunities and gives them less time for rest, leisure, or civic participation, among other activities. However, these activities have been mainly assigned to women for cultural reasons and due to the sexual division of labor. They have become socially and economically invisible, as these tasks are considered part of their “natural” obligations.

From a sustainable development perspective, it is clear that unpaid care and domestic work are activities that may be performed either by all the members of a household or third parties, and that several activities correspond to the social services that the State must guarantee and work that may be assumed by other actors and included as services in the economic and social dynamics. In this regard, it is necessary to recognize the economic value and time devoted to these activities, reduce the time spent on these tasks via technology and service provision, and redistribute it among the State, the private sector, the family, and society.

The care economy represents an economic opportunity and an opportunity for social and cultural transformation in the reintegration productive projects. Initiatives that integrate income generation and the redistribution of unpaid care work can generate new business ideas and productive projects. In this sense, the collective provision of care services (childcare, food services, laundry, etc.) redistribute and reduce the cost and time required to provide these services. Furthermore, these initiatives help recognize the value of domestic and

care work and create a suitable social environment for gender equality, the empowerment of women, and regional social and economic development.

Understanding that the advancement of gender equality, sustainable development, and peace consolidation are interdependent to each other, and recognizing, reducing and redistributing unpaid care and domestic work from a gender-sensitive approach in the process of economic reintegration of FARC ex-combatants enables the transformation of the power relations stemming from the sexual division of labor. This facilitates the full guarantee of rights, access to opportunities, and the elimination of disadvantages in women’s daily lives to advance the construction of peaceful societies with greater social, political, and economic participation for women.

REGULATORY FRAMEWORK

Care and Domestic Work

The recognition of unpaid care work and the various discriminations against women in conflict contexts has had significant national and international regulatory advancements. At a global level, note the general recommendations of the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) which recognize that unpaid care work is a form of exploitation of women and calls States “to take the necessary steps to guarantee payment, social security and social benefits for women who work without such benefits” in households (General Recommendation 16).

The CEDAW Committee also encourages States to measure paid and unpaid domestic activities of women by conducting time-use surveys and include said activities in the Gross Domestic Product and the national accounts as a basis for the formu-

lation of public policies related to the advancement of women (General Recommendation No. 17).

Furthermore, the Economic and Social Council of the Commission on the Status of Women (in its sixty-first session, CSW61) recognizes the structural barriers to women's economic empowerment and reiterates the importance of protecting women's right to participate in the labor markets on equal terms. It urges the States to "take all appropriate measures to recognize, reduce and redistribute women's and girls' disproportionate share of unpaid care and domestic work by promoting policies and initiatives supporting the reconciliation of work and family life and the equal sharing of responsibilities between women and men." This includes flexibility in working arrangements without reductions in labor and social protections, the development of infrastructure, technology and public services, such as water and sanitation, renewable energy, transport and information and communications technologies, as well as accessible, affordable and quality childcare and care facilities that challenge gender stereotypes and promote men's

participation and responsibilities "as fathers and caregivers." CSW61 also urges States to "take steps to measure the value of unpaid care and domestic work in order to determine its contribution to the national economy."

In 2019, the priority theme of CSW63 will be the "social protection systems, access to public services and sustainable infrastructure for gender equality and the empowerment of women and girls," where the care dimension should be recognized as a critical element to overcome women's poverty, the economic empowerment of women and the link to sustainable development.

In relation to those who receive care, the Convention on the Rights of the Child highlights the role of States in the special protection of girls, boys and adolescents, as well as the affirmation of their needs for care and assistance.

In Colombia, Law 1413/2010, in response to the need of measuring the contribution of women to the economic and social development of the coun-





try, and as fundamental tool to define and implement public policies, regulates the inclusion of care economy in the national accounts system. This has enabled progress in the recognition of unpaid domestic and care work by implementing the National Time Use Survey (ENUT), and its corresponding valuation in the national accounts through the care economy satellite account. It has also led to progress in consolidating the technical bases of the National Care System in Colombia, which proposes care policy guidelines and includes training activities for care, the creation of incentives for care formalization, the provision of care services, the institutional and labor regulation, and proposals for financing care services.

Women in Conflict Prevention, Conflict and Post-conflict Situations

Considering the particular challenges faced by women and girl ex-combatants and associated with armed groups, CEDAW General Recommendation No. 30 urges the party States to ensure that

disarmament, demobilization and reintegration programs consider their needs, address all barriers to women's equitable participation and ensure different types of support.

In turn, the United Nations Security Council, by means of Resolution 1325 (2000), reaffirms the role of women in the prevention and resolution of conflicts and peace-building, and stresses the importance of their full involvement in all efforts for the maintenance and promotion of peace and security, and encourages all those involved in planning for disarmament, demobilization and reintegration to consider the different needs of ex-combatants according to their gender.

These considerations have been extended and are based on seven additional resolutions on Women, Peace and Security, which include some recommendations in regard to the empowerment of women and girls and on the elimination of sexual violence in conflict and post-conflict situations, reiterate the call to eliminate the existing barriers to

the full involvement of women in conflict prevention and resolution, and encourages governments to increase their funding on women, peace and security.

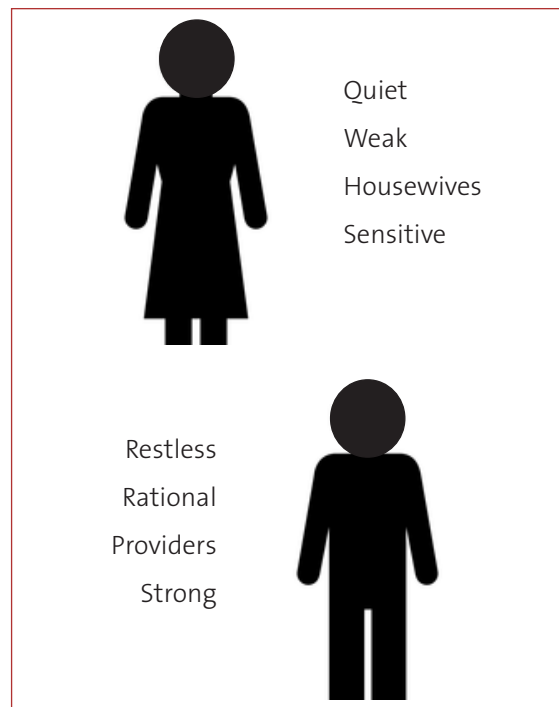
Resolution 2282 (2016) promotes an integrated, strategic, and coherent approach to peacebuilding, noting that security, development and human rights are closely interlinked and mutually reinforcing. Within this framework, the promotion of gender dimensions, the meaningful participation of women and inclusive and effective disarmament, demobilization and reintegration programs contribute to the long-term efficiency and sustainability of activities that consolidate peace.

The Final Agreement to End the Armed Conflict and Build a Stable and Lasting Peace includes the gender-sensitive approach to account for the needs of women, girls and their particular vulnerability factors. The Agreement provides that the reintegration shall be integral, exceptional and provisional, aimed at strengthening the social and productive fabric in the regions of Colombia. Decree 899/2017, whereby the measures and instruments for the collective economic and social reintegration of FARC-EP members are established, defines the need that the reintegration process should have an equity-based approach, emphasizing on women's rights. Therefore, the Common Alternative Revolutionary Force (FARC) political party has developed a comprehensive reintegration strategy for women ex-combatants. The actions implemented within the framework of this strategy must provide guarantees for women ex-combatants to recognize and reduce the gender inequalities and unique impacts of the conflict.

Furthermore, Action Theme 3 of the Social and Economic Policy Council CONPES 3931 of 2018, which defines the “national policy for the social and economic reintegration of FARC-EP ex-mem-

bers” provides for “the promotion of comprehensive strategies to overcome women's obstacles in regard to care work, allowing their effective access to the other components of reintegration. Therefore, the obstacles to access the institutional services for women undergoing reintegration will be identified, defining the stages and mechanisms to implement the strategy in the regions where reintegration takes place.” From this perspective, the policy calls for care economy actions to be considered as a central aspect of reintegration initiatives.

In this sense, the definition of care economy standards in the formulation and implementation of productive projects in the Training and Reintegration Territorial Spaces (ETCR) can be a transformative element for equality based on the empowerment of women ex-combatants and the recognition of their contribution to the consolidation and sustainability of peace.



KEY CONCEPTS

Gender stereotypes

Beliefs and prejudices about the attributes, roles, behavior, preferences and characteristics about men and women. These define a label and frequently reproduce gender discrimination.

Substantive equality

Based on the unity of nature of humankind, it refers to the achievement of equality in facts or outcomes and ensures that structural disadvantages or those based on biological differences of certain groups are not sustained. To achieve substantive equality the State must implement laws and policies to ensure that women are treated equally and have the same opportunities as men in a context that removes all barriers for equality.

Intersectional approach

Concept used to describe the complexity of discrimination on several grounds. It is also known as “additive,” “cumulative”, “composite,” “intersectional,” “complex” or “multidimensional inequalities.” Although the term may seem confusing, it tends to describe the situation in which one person faces more than one ground for discrimination (that is, discrimination based on sex and disability status, or gender identity and sexual orientation). It is also known as “intersectional discrimination.”

Sexual division of labor

The division of labor refers to a cultural construction that defines the way each society divides work among men and women, boys and girls, according to socially-established gender roles or what is considered suitable and valuable for each sex. The division of labor determines the assignment of productive, reproductive, community management, community policy and triple roles (reproductive,

productive and community). The sexual division of labor establishes a scale of values for the mandates of masculinity and femininity, where masculine is always in a dominant position and is central and more valuable.

Care and Domestic Work

Care and domestic work may be paid or unpaid, encompasses both public and private spheres, and is found in a variety of settings and in formal and informal economies (HLPWEE, 2017). It is a public asset, and as such, is a public policy—not private—affair.

Care and domestic work encompass daily activities to maintain life and health. It includes two types of work: 1) direct care work, which refers to personal and face-to-face services to meet the physical and emotional needs that allow a person to function at a socially acceptable level of capability, comfort and safety. These care needs are specially required by boys and girls, the elderly, ill, or people with disabilities. 2) Domestic work, which includes tasks such as cooking, cleaning, and laundering, among other tasks, that provide the complementary and necessary conditions for care (Razavi, 2016). This type of work is essential for the functioning of human beings, markets and social dynamics. It has been considered a buffer against the gravest economic crises, as in the absence of income it can substitute care goods and services that, in times of growth, are acquired by households through the market or the State, and functions as an invisible dimension for the social security system against contingencies such as changes in the composition of the household or in needs for care and domestic work, limitations in the access to infrastructure or means of transportation.

Note that all people require care, even adult men. “Ultimately, there is nothing more important than providing care, being cared for, caring for each oth-

¿WHO RECEIVES CARE?

All people require care services
However, some people require more time of direct care:

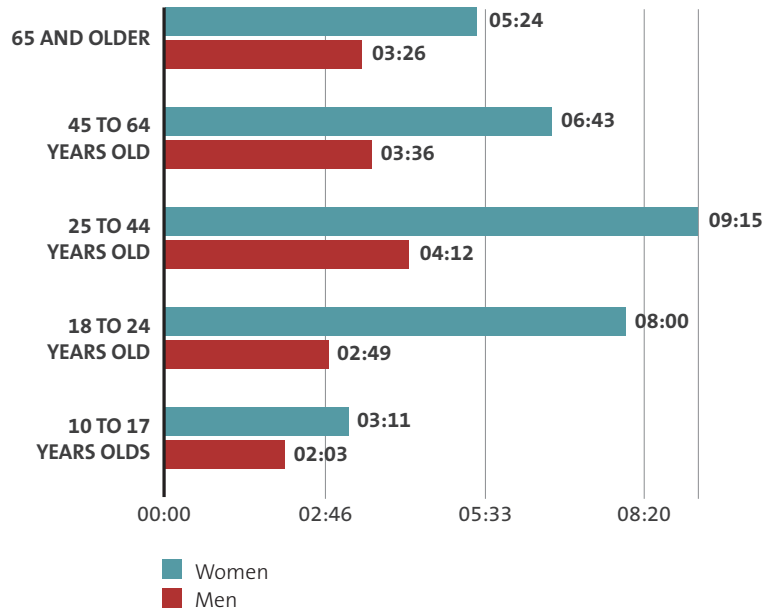
- Boys, girls and adolescents.
- The elderly
- People with disabilities
- People with illnesses

¿WHO PROVIDES CARE?

- Households
- The community
- Organizations
- The State
- The market

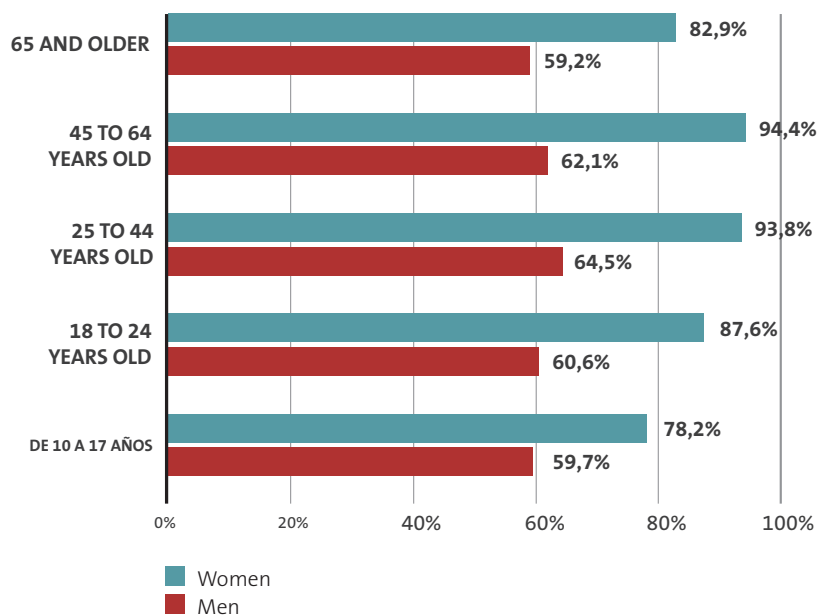
In the construction of gender roles, women have an overload of care work, limiting their access to education, paid work and political participation, essential characteristics for the integral reintegration that allows the involvement of women in productive projects.

Average daily devoted to UCDW in Colombian populated centers and disperse rural centers. 2016-2017



Source: DANE, Encuesta Nacional de Uso del Tiempo (ENUT), 2016-2017.

Participation (%) per sex in Unpaid Care and Domestic Work 2016-2017



Source: DANE, Encuesta Nacional de Uso del Tiempo (ENUT), 2016-2017.

The main activity of Unpaid Care and Domestic Work is the provision of food, which shows the largest gender gap.

er and caring for ourselves. Care work is the cornerstone of the system that enables societies to function, progress, and reproduce.” (UN Women, 2018).

One of the main indicators of substantive equality on care activities is the time devoted to UCDDW, which conveys a significant gender gap between women and men.

Another indicator of substantive equality on which work must be made to advance the empowerment of women and girls is the rate of participation in

unpaid care and domestic work. In Colombia, the participation of men was lower than that of women by 27.5%, and there are similar gender gaps in various age groups, regions, types of households and educational levels.

Social Organization of Care

It is the analysis of the care needs in a specific time and place (demand) and how the society organizes the response to the care needs (supply) (Diaz M. and Orozco A., 2011).

THE ABCS OF CARE ECONOMY

Recognize, reduce and redistribute unpaid domestic and care work

The disproportionate burden of unpaid care and domestic work performed by women and girls poses a structural barrier for their economic empowerment and the reduction and redistribution of these activities represents an opportunity for the economic and sustainable development. Therefore, a care agenda must promote three strategic actions: recognize, reduce and redistribute unpaid care and domestic work activities among the State, the private sector, the households, and the society.

Recognize

Means visibilizing and valuing unpaid care and domestic work as a critical work for the development and well-being of societies and for economies to function, considering the household as both the provider and the recipient of care services.

- The development of communications and cultural transformation strategies that promote:
 - The construction of social imaginary that revalue care as a structural aspect of life and the well-being of society through meaningful symbolic interventions.
 - Recognizing that the burden of Unpaid Care and Domestic Work falls mainly on women, constituting a structural barrier for their full development based on cultural reasons that must be transformed.
 - The use of care services provided by the State or the market.
 - The positive value of care providers as social actors who are fundamental for society.

- Productive projects focusing on the provision of care may be profitable and pay the work of women and men, thus promoting decent labor.
- The construction of social leadership of women and men must address the importance of this work in daily life.

Reduce

- The social infrastructure is a determining factor to reduce unpaid care and domestic work. The distance to educational and basic and specialized healthcare services, the obstacles to access roads, main roads and means of transportation, and the most basic infrastructure, such as the access to drinking water, basic sanitation, electricity and fuel to provide food, increase the monetary and non-monetary costs of care.
- Improvements in infrastructure, technological aids and alternative energy sources are another factor of change, provided that they can facilitate care work and reduce the time devoted to these activities. Therefore, these investments must be linked to the demand for care that exists in the territory.
- The access to utilities, such as drinking water, electricity and basic sanitation reduces the work time required to produce care services and creates wellbeing: washing machines, stoves, drinking water wells, aqueducts, passable roads, alternative energy sources and safe means of transportation can help reduce the burden and time required for domestic and care work.

Redistribute

Implies equally assigning the unpaid domestic and care responsibilities in three spheres: 1) between



men and women, 2) between the State, and 3) between the market (private sector), households, the community and organizations.

- The redistribution of these activities is an opportunity for society, the economy and sustainable development as it prioritizes strengthening the State's social services and is an opportunity to provide services.
- The State and the market may implement measures for women and men to have conditions to balance their family responsibilities, such as flexible jobs, compact working hours, paternity leaves, among others.
- The State and the market (private sector) may increase the offer of care services to reduce the disproportionate burden on households.
- The elimination of salary gaps between the sexes contributes to reducing the opportunity costs that reinforce the unpaid workload assumed by women.
- The redistribution of unpaid care work in households must be promoted, involving men in these tasks.
- The dissemination of proposals of feminism and new masculinities contribute to overcoming gender stereotypes that discriminate women and promote a negotiation, dialogue and peace culture
- The promotion and regulation of formal care work with employment guarantees.

GUIDELINES FOR ACTION IN THE PRODUCTIVE PROJECTS WITHIN THE TRAINING AND REINTEGRATION TERRITORIAL SPACES

The implementation of the Final Agreement to End the Armed conflict and Build a Stable and Lasting Peace in Colombia includes security guarantees, intersectoral and reintegration issues with a collective and community approach. The economic reintegration has been progressing according to the socio-economic conditions of the areas where they are developed.

Productive projects framed within reintegration processes require the inclusion of a gender perspective that allows equal opportunities and the full exercise of women and girls' rights. In fact, CEDAW General Recommendation No. 30 invites party States to take all appropriate measures to eliminate discrimination against women in both conflict and post-conflict situations. Given the traditionally male structure of armed groups, these often do not respond to the distinct needs of women and girls.

To identify the minimum care standards in the reintegration productive projects, below is a series of questions to guide the analysis of gender and the inclusion of the three strategic actions mentioned above: recognition, reduction and redistribution of unpaid care and domestic work.

Why a productive project?

a. ¿What is the main objective of the productive project?

- ¿Generate income? Equal income for women and men?
- ¿Contribute to the economic autonomy or economic empowerment of women?

conomic empowerment of women?

- ¿Create well-being for its members? Who determines the wellbeing factors? How are these determined?
- ¿Meet the needs of its members? Meet the needs of families and its members? Meet the needs of the community?
- ¿Who formulates the needs? What is the process to define these factors? Does the productive project have a gender impact evaluation?
- ¿Is it necessary to formulate women-exclusive productive projects?
- ¿What are the mechanisms to include people in the productive project? Is there a previous training process in solidarity economy and the gender-sensitive approach?

b. ¿Does the project reinforce gender stereotypes?

- **¿How many** women and men participate in the productive project?
- **¿Why?** Are there reasons based on gender stereotypes?
- ¿Is there information on the care needs of these men and women?
- ¿What is the men-to-women ratio in each hierarchical level of the project?
- ¿How are the income, *benefits* or salaries of the productive project distributed among men and women? Are there indicators to measure the pay gap between sexes?
- ¿Do women decide the use of the income received?
- ¿If women perform tasks such as preparing food for the productive project's work team, are they paid for this work?

- ¿Besides working for the productive project, do some people perform activities related with **domestic work and care in the household**? Can these activities be considered as secondary productions whose generation of wealth must be considered as earnings of the project?
- ¿Does the project consider the participation of people in different historically discriminated groups? What might be the role of the elderly? What might be the role of people with disabilities?

Recognize

Recognize the care needs in conflict and post-conflict contexts

Care needs vary according to the characteristics of the population in terms of age, sex, disability status or other conditions.

According to the reports of the Secretary-General on the United Nations Verification Mission in

Colombia (2017) and the reports of the Ombudsman's Office, the population living in each of the Training and Reintegration Territorial Spaces (ETCRs) currently implementing productive projects have unique characteristics and these, in turn, are variable over time. In principle, according to data of the census conducted by Universidad Nacional, the presence of girls, boys and pregnant women was low, but as the process of reintegration progresses, the number of pregnant and lactating women has increased, as has the child population.

Similarly, the traces of war have left an important population group related to the ETCRs with visual, cognitive and physical disabilities, and with serious illnesses derived from the conflict. These limitations are exacerbated in post-conflict contexts, where some of the previously developed skills fall into disuse and other skills are required. This situation reveals new needs for care, training for work, forms of income generation and labor inclusion.



c. ¿Does the productive project identify and recognize the care services required for its development?

- ¿What type of care services do the members of the productive projects require, directly or indirectly? For instance, how are the **food, clothing, cleaning, and other care** needs of the people involved in the project met during a regular working day?
- ¿How are the **family care** needs of the people involved in the productive project met during a regular working day? Do the people involved in the productive projects have elderly, people with disabilities, boys, girls, or adolescents in their families? Can the productive project contribute to meeting the identified care needs? Are the care needs met?
- ¿Who provides the care services? The State, the private sector, or the households?
- ¿Do the people involved in the productive project require free time during the week to address their care needs and those of their families? Can the productive project schedule one **business day off per month** to run errands?
- ¿What actions can be implemented to **provide the care services identified**? For example, hire other productive projects to offer them, distribute them equally among men and women, pay for these work hours?

The bookkeeping of the productive project has the challenge of integrating secondary productions (providing care services) due to their use value, registering them as a higher value of the production and, therefore, as a distributed earning or a higher value of the salary paid.



In turn, and as the project grows, these secondary productions of care services may be considered as independent projects that require marketing, trading, and management practices of their own. Larger projects may contemplate other alternatives, such as outsourcing or paying specialized personnel (under decent labor conditions) to meet the identified everyday care needs so that the burden of care work does not fall on women, and their economic value is recognized. The criteria for involving other people to the project through cooperativism or other forms of solidarity economy must contemplate training processes that do not transgress previously established welfare principles.

Recognition of care providers

Organizing care services enables identifying how “care is being effectively covered in a given space and time.” (Díaz and Orozco, n.d.). This implies determining the demand and how it is covered by households, the State, the market and organizations.

In Colombia, the offer of care services for boys and girls under the age of 5 in urban areas has a significant participation of state services. In contrast, in rural areas, households have higher involvement in this work.

The case of care services aimed at the elderly or people with disabilities is different. For them, the state and market (private) offer is more limited; therefore, households — and mainly women within them— are responsible for meeting the needs of this population group. Thus, social organizations can play a decisive role in constructing a social fabric that facilitates the participation of the elderly or people with disabilities in the productive processes and their lives in their communities. This way, collective care networks that can mitigate the care burdens of women can be strengthened, recognizing the importance of the State’s role in the provision of specialized care services and the challenges encountered by the Colombian society to protect the rights and opportunities of both population groups that, from their daily lives, stress the balance between the care supply and demand.

In particular, the reintegration process requires the State to foster the institutional conditions for advancing in the recognition, reduction and redistribution of care work, and avoid reinforcing gender stereotypes and safeguard the exercise of women’s economic, social and cultural rights.

On the other hand, the private sector and political, social, and community organizations must be encouraged to participate in reducing the care burden of households and promote the participation of men to redistribute the disproportionate burdens of UCDW socially placed on women. Particularly, the support of the private sector in reintegration processes “may be in the form of job offers, technical training, physical capital, participation in the supply chain of produced goods and support in company management.” (IOM, 2018).





The previous forms of care provision within FARC should also be considered, insofar as these were assumed equally by women and men. Therefore, the initiatives consolidated through productive projects should preserve gender equality so that they include the organization's experience in food management or, in the case of community laundries, that they are aimed towards freeing up time and are collectively assumed by men and women." (FARC, 2018).

Reduction

d. ¿Can the project contribute to reducing women's burden of care work?

- ¿Is there **community, family or individual equipment** to perform the domestic and care tasks, to supply food (e.g., soup kitchens, water and fuel collection), clothing (community laundries), training for work (collective integration spaces, classrooms) and for other care needs identified by the members of the productive project?
- ¿Is the **access to formal education and health-care services** guaranteed to the people involved in the project (their families, boys, girls,

adolescents, elderly, ill, or people with disabilities)?

- ¿Does the community have **care infrastructure**? Does the community have access to essential services such as water, basic sanitation, electricity for the equipment, and thoroughfare?
- If there is no equipment or infrastructure, are there any **measures to reduce domestic and care work** times? For example, economies of scale in transportation, valuation of the costs for households to access these services, identification of shared needs, information on age distribution, disability status, dependency, ethnicity, gender identity and sexual orientation of the beneficiaries of the productive project.

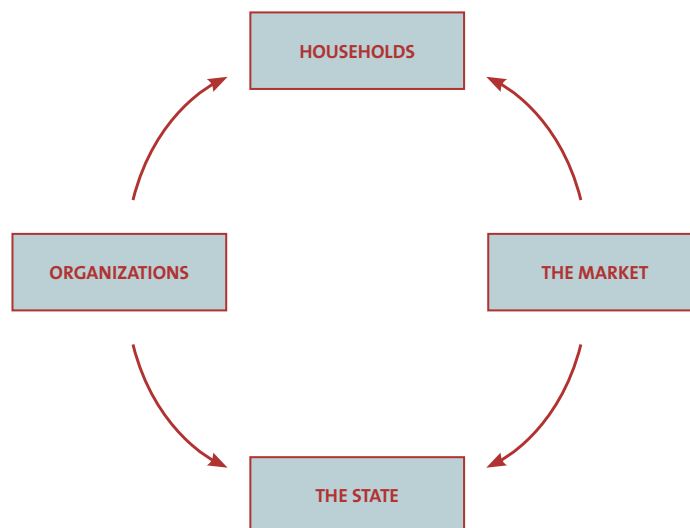
The transportation times required to develop a productive project and the means of transport used by women and men must be identified. Similarly, it is necessary to know the domestic work burden and actions must be implemented to reduce the time persons devote to care services, such as collecting firewood or carrying water in rural settings, as they can constitute a substantial workload for women.



Redistribution

The provision of care services distributed according to the competencies of the actors improves productivity and reduces the cost and time of care to provide them.

- ¿What actions must be taken to ensure that **women participate** in the productive project?
- ¿What are the **State's basic strategies** to reduce the barriers related to care work women face? How to substantially free up women's time?
- ¿Does the State provide care services in these regions? What are they?
- ¿How can the productive projects, production chains or market instances implement actions to redistribute the market's work?
- ¿Care services may also be paid and constitute a branch of the activity and opportunity for income in the territories. Remunerating this economic and making it more productive through economies of scale boosts the region's general economic activity. Who would assume the cost for these services? The project? The State? Households?
- ¿Are there women providing UCDW services in the community who would be willing to work for pay to support people requiring these services?
- Welfare and quality of life are desirable services for all people for which society is permanently willing to pay.
- The provision of care services by households must be reduced and the State and the market must increase it.
- Social, political, and community organizations can play a fundamental role as providers of care services. Therefore, the productive projects developed by said organizations must be considered (under the lens of recognition, reduction, and redistribution of care). Others that enable advancing in said services must be promoted.



LESSONS LEARNED

Lessons learned from gender-sensitive economic
and political reintegration projects



LESSONS LEARNED FROM GENDER-SENSITIVE ECONOMIC AND POLITICAL REINTEGRATION PROJECTS

Kolectiva Feminista de Pensamiento y Acción política y Asociación Nacional de Zonas de Reserva Campesina (ANZORC) – with the support of UN Women, the United Nations Entity for Gender Equality and the Empowerment of Women

The collective, integral and sustainable nature of a reintegration process that considers the interests of ex-guerrillas in transit to political life and their families, and the reconstruction of the social and economic fabric in the regions, poses a challenge.

These lessons show preliminary elements, gathered within the framework of the partnership between UN Women and the Norwegian Embassy to strengthen the role of women in peacebuilding and reconciliation processes, and their role in emergency response processes, which promotes their resilience, protection, and opportunities for a harmonious transition to post-conflict contexts.¹ The projects are:

“Maria Cano School of Political Training and Advocacy for the Reintegration of FARC Women: Educating in the exercise of citizenship”.

Implementing partner: Kolectiva Feminista de Pensamiento y Acción Política.

The project goal was “to carry out a Political Training and Advocacy process with emphasis on women’s rights, citizenship, peacebuilding and reconciliation through the “María Cano” School of Political Training to promote and qualify the participation and political representation of FARC women in the de-

partments of Antioquia (Anorí, Ituango, Remedios, Dabeiba) and Cauca (Caldono Miranda, La Elvira).”

“Autonomous women: Land, territory and solidarity economy for peace and reconciliation.” Solidarity economy for the reintegration of women.

Implementing partner: Asociación Nacional de Zonas de Reserva Campesina (ANZORC).

The project goal was to “Create associative guarantees and ventures, strengthening the technical, organizational and administrative capacities that enable advancing toward equal opportunities and rights for FARC women undergoing economic reintegration.”

The lessons presented below are based on the texts prepared by each project team, and on the joint analysis with the CNR’s Committee on Gender, the United Nations Verification Mission in Colombia, and the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and are the result of a systematization exercise carried out by the latter.

Formulation Stage

- The ex-guerrilla population in process of reintegration, the communities, and the farmers’ organizations must be part of the project’s decision-making, design, and implementation processes.

1. For detailed information on the contents of the project, see section 4 of the Gender sheet. Territorial Experiences



- Women must be participants and protagonists of the decision-making, design, formulation, and implementation stages of the projects, allowing them to meet the expectations created and create conditions for the sustainability of the initiatives.
- In the case of projects that involve productive initiatives, these must have the highest level of detail possible, so the projects' programmatic objectives are not disregarded. This should include regional data on production. The opposite happens in projects to strengthen citizen capacities. The contents and thematic developments should be more flexible and consider the diversity of each ETCR in terms of installed capacities and advocacy dynamics.
- The formulation should consider the reality of the training and productive offer, including the activities associated with daily life in the Training and Reintegration Territorial Spaces (ETCR), considering their impact on the agreement of project agendas and schedules. Training processes that involve intensive classroom training are not in line with the reality of ETCRs and are anti-pedagogic.
- Project objectives must include the long-term development and installation of capacities.

- For projects that include productive initiatives, the formulation must consider disbursing more than 30% of the allocated resources to ensure an effective implementation and monitoring time.
- Project formulation must encompass the entire production chain, including leveraging working capital until production initiatives reach a break-even point to ensure their sustainability.
- Project formulation should include specific actions about the relationship and transformation of gender roles to enable women leaders to influence on various topics; for example, productive, organizational, training, and communications leadership.
- Project formulation should include prevention, protection, and security actions. Among other elements, the formulation should consider logistical aspects such as the location of productive initiatives, places of concentration for training processes, training in gender-based violence for security personnel, and means of transportation and communication concerning the specific risks experienced by people in the process of reintegration associated with their participation in economic and political scenarios.
- Project formulation should consider care economy activities (domestic work, direct and indirect care) to ensure that they are covered in the project's development and that there are no limitations to women's participation.

Implementation Stage

- Schedules should include previous analyses of capacities, markets, and participation scenarios that facilitate the prospecting of investment budgets, marketing channels, and participation mechanisms.

- Spaces, actions, and care mechanisms must be guaranteed for children, youth, people with disabilities and the elderly, to prevent the care role from falling on women.
- Consider the high mobility of ex-guerrillas and the limitations imposed on the consolidation of work groups, and the duplication of training processes, which must involve an effort to coordinate the institutional offer, optimizing resources and time.
- Reaching an agreement with the participants on the objectives and themes of the training processes and the use of guides and tools that embrace their experience is essential to guarantee their participation, motivation, and permanence in the process.
- The criteria for the participation of ex-guerrilla women in projects must be refined. In the case of projects to build and strengthen citizenship, these must include the willingness and interest to access political power scenarios.
- The implementation of advocacy and political empowerment projects must include coordination actions with women's organizations with experience in the territory and strong coordination with the regional public agendas.
- The consolidation of women's agendas, through their appropriation of rights issues and the recognition of inequality and discrimination, drives women's collective action and the construction and strengthening of their regional identity.
- The success of productive initiatives requires strengthening the relationship and impact of the parties involved to seek alternatives to the limitations on access to resources, such as land ownership.
- The implementation teams must have technical personnel in the implementation regions, including experts in gender and psychosocial companionship. Professionals in charge of formulating productive initiatives and advocacy agendas must have training on gender issues.
- Simultaneous progress must be made in the development of productive initiatives and the training, empowerment, organizational strengthening, and political participation processes.
- In the case of projects that include training sessions, it is useful to carry them out in the regions where ex-guerrilla women live, in adequate spaces, with guaranteed access to optimal food and lodging services.
- Actions to recognize and visibilize the productive and political initiatives with the community and municipal and departmental administrations must be developed to guarantee better advocacy processes that strengthen their sustainability.





Monitoring

- There must be a training and strengthening process for project planning and monitoring.
- The implementing partner should monitor the replication processes led by ex-guerrilla women, leading to the recognition and strengthening of their communication skills, and personal and community self-recognition as women and leaders.
- The projects' monitoring and systematization processes must be informed by the implementation experience from women's voices and include public policy recommendations to the State.

Lessons learned in the political arena:

- Progress is needed in training and awareness-raising processes on gender and non-hegemonic masculinities for ex-guerrillas, communities, and farmers' organizations. These processes should include initial actions specifically developed with men, taking self-criticism and reflection on patriarchal practices as a starting point.

cism and reflection on patriarchal practices as a starting point.

- The verticality and logic of command persist, which has a positive impact on the summons; however, in the absence of leadership, it is difficult to sustain the participation of former guerrilla women.
- As ex-guerrilla women have fallen back into their traditional roles, the reintegration process must be monitored continuously, and affirmative actions must be developed to ensure the equal participation of women in economic and political empowerment activities, as well as the participation of men in care economy tasks.
- The commitment of the FARC party is necessary to strengthen and welcome the new individual and collective leadership.
- The consolidation of an advocacy strategy must include—as critical elements—a rigorous analysis of the current situation, a diagnosis identifying key actors and recognizing push-backs

and potentialities, while installing or strengthening negotiation skills, and managing commitment tools during the implementation.

GENERAL RECOMMENDATIONS

- Identifying the **practices and roles** played by women and men in a **given economic, political, social and cultural context**, within the framework of the projects, facilitates the identification about how **gender relations are produced and reproduced**, which allows making institutional and organizational adjustments aimed at the consolidation of **equal relations** between women and men.
- **Care** should be understood as a transformative component, and in turn, as a social and political practice, which allows for the sustainability of communities, and should be assumed **collectively and communally**. In this regard, progress must be made in formulating strategies for the social and economic valuation of domestic and care tasks.
- The tasks that require more time and dedication and that are attributed to women should be **identified** to generate **real actions and fundamental processes** to transform the social roles assigned to women, enabling the production of an allocation and reproduction logic.
- Following the integral processes developed with women in the process of reintegration, a process should be undertaken to raise awareness and transform the practices that generate and reproduce inequalities and violence by men.
- It is necessary to work on the **potentialities** generated in the previous organizational structure of FARC, on the shared roles in which the activities of the **care economy**, and the productive activities are distributed equally between men and women, starting from a revolutionary political structure that questions the definition of care work as reproductive work. This work implies a





challenge in the projection of a collective and communitarian reintegration.

- The formulation of political empowerment and citizenship-building projects, which will be implemented using a popular education approach, has proven to be effective in breaking down the logic of hierarchy, everyday life and learning-by-doing, and reconfiguring critical citizenship by strengthening women's autonomy and freedoms.
- The recognition of the structure of the State and the exercise of rights as a way of experiencing citizenship, as well as learning and raising awareness about practices that reproduce hegemonic models, are fundamental components of the projection of women's citizenship at the regional level in the construction of peace.
- The various forms of support for multiplication or replication actions in the FARC political party, with public, private, and cooperation actors, as well as other advocacy scenarios (ET-CRs, cooperatives, community action boards, and town councils), facilitate the strengthening of the ex-guerrilla women's community leadership.

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Annexes

Gender sheet of productive projects for reintegration

| | | |
|---|---|---|
| 1.1 Place of implementation of the productive project | Department | Write the department where the project will be implemented |
| | Municipality | Write the municipality where the project will be implemented |
| | <i>Vereda</i> | Write the <i>veredas</i> where the project will be implemented |
| | ETCR | Write the ETCR or NPR where the project will be implemented |
| 1.2 General information on the project | Type | Write the type of project |
| | Productive line | Write the project's productive line |
| | Number of beneficiaries | Write the number of beneficiaries, including the number of men and women. |
| | Duration of execution | Write the time for the project's execution in months |
| | Description of the proposal | Write the project's main objective |
| | Project Cost | Write the project's cost in Colombian Pesos. |
| 1.3 Background of the process to formulate the initiative | <p>- Describe how the proposal was developed according to the productive line and the participation mechanisms to agree on the activities between participating men and women (consider the equity-based approach: age, ethnicity, gender and disability status) and the participation mechanisms of the cooperative organization in charge of the project.</p> <p>Specifically describe the participation of women and answer the following questions:</p> <ul style="list-style-type: none"> - Has the experience of women in guerrilla life been considered to define the initiatives? - Are there diverse alternatives for women to avoid reinforcing traditional gender stereotypes and reaffirm their identity as political subjects? | |
| 1.4. Description of the organizational form | <p>Describe the organizational form that will develop the project</p> <ul style="list-style-type: none"> - How do women participate in this organizational form? - Is this organizational form a member of ECOMUN? <p>Describe the project's organizational form</p> <ul style="list-style-type: none"> - Cooperative - Association - Committees | |
| 1.5 Initial Diagnosis | Specific needs of women addressed in the project | <p>Describe the specific needs of women in the territory:</p> <ul style="list-style-type: none"> - Safety (routes, spaces) - GBV - Care needs (routes and spaces) - Characterization - Sexual and reproductive health - Specific training for the project - Competence updating - Support, coordination, and technical assistance - Leadership strengthening - Organizational strengthening - Management needs |

| | | |
|--|--|--|
| 1.6. Gender-sensitive approach | Inclusion of the gender-sensitive approach | <p>Describe the mainstreaming of the gender-sensitive approach in the project.</p> <p>The inclusion of the gender perspective is a process to achieve equality. It implies adopting measures to address the specific priorities and needs of men, women and LGBTI people, eradicating barriers and disadvantages.</p> <p>Also, the conditions to guarantee the participation of men and women in decision-making in all stages of the productive cycle, obtaining benefits, resources and increased capacities under equal conditions.</p> <p>Describe the thematic gender concept and purpose of the project.</p> |
| 1.7. Gender objective | Write the gender objective defined for the project (describe it comprehensively for women) | |
| 1.8 Representative Presence | No. of women in the project (%) | Write the number of women in the association (%). |
| | No. of men in the project (%) | Write the number of men in the association (%). |
| | No. of women participating in the project (%) | Write the number of women participating in the project (%). |
| | No. of men participating in the project (%) | Write the number of men participating in the project (%) |
| 1.9. Promotion of effective participation in the projects' activities | Gender outcome indicators | <p>Has there been a contribution to change the power relationships, increasing women's agency and autonomy in collective reintegration processes?</p> <p>Have women increased their access and capacity to manage and control resources?</p> <p>Has the development of the reintegration productive initiatives contributed to the creation of conditions for women's participation?</p> <p>- Describe the outcome indicators that will be used to monitor the project's gender-sensitive approach</p> |
| 1.10. Recommendations to promote gender equality in productive projects | Recommendations on strengthening the installed gender capacity and the coordination with women's organizations and groups in the territory | <p>- Describe the main obstacles that men, women, LGBTI people and people from ethnic groups must overcome to guarantee their effective participation in the various stages of the productive project.</p> <p>- Describe the opportunities for coordination with institutions, private companies and other organizations to strengthen the development of the productive projects in the territory.</p> |

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