

# BRIDGING LEADERSHIP

## LEADERSHIP IN CONFLICT SITUATIONS, A CASE FROM COLOMBIA

Maria Eugenia Garcés Campagna

President of the Board

AlvarAlice Foundation, Cali, Colombia

# BRIDGING LEADERSHIP

- Colombia is the longest running democracy in LA and has at the same time the longest running guerrillas and paramilitaries, both fueled by illicit drug trade
- Conflict has led to hundreds of thousands of victims, and deepening of marginalization & poverty
- Use of force has not been the panacea
- Social investment must be the axis for the reconstruction of Colombia



# BRIDGING LEADERSHIP

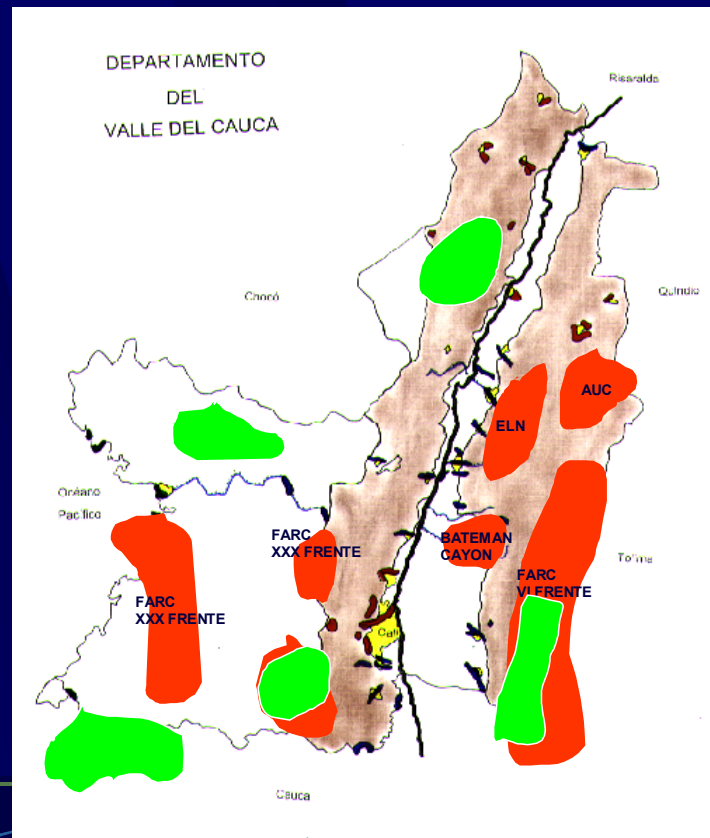
## GUERRILLA AND PARAMILITARY GROUPS IN COLOMBIA

Revolutionary Armed Forces of Colombia  
(FARC).

National Liberation Army (ELN)

United Selfdefense Forces of Colombia (AUC)

# Armed conflict and illegal crop areas



- Armed Groups:
  - FARC XXX front
  - FARC VI front
  - ELN
  - Bateman Cayon
  - AUC
- Zones of region currently dedicated to illegal crops

# BRIDGING LEADERSHIP

## Restorative Justice, Coexistence & Peace in Colombia

### Effects of Armed Conflict

- Increased recruitment of children and adolescents
- Loss of capital
- Increased forced displacement
- Increased numbers of people missing and or killed
- Fragmentation of social fabric
- Loss of cultural and territorial roots

# BRIDGING LEADERSHIP PEACE & RESTORATION CENTRES

- A GEOGRAPHIC PLACE WHERE A SERIES OF SOCIAL & ECONOMIC INTERVENTIONS ARE CONCENTRATED AND DIRECTED TOWARDS:
  - Reconstruction of social fabric
  - Conflict resolution and peace recovery
  - Protection of the environment

# BRIDGING LEADERSHIP

- The project will establish 5 urban, and 10 rural Peace and Restoration Centres in Colombia
- Centers build on grass-roots efforts to solve their problems ( Paz y Bien and Vallenpaz)
- Engagement of different actors/stakeholders
- Local & authorities, private sector, local university, CSOs (, AlvarAlice, Paz y Bien, Vallenpaz, Corona)



# BRIDGING LEADERSHIP

## Restorative Justice

- Defined as a “Systematic response to wrongdoing that emphasizes the healing of the wounds of victims, offenders and communities, affected by criminal behavior”
- In the words of Archbishop D. Tutu ..” The central concern is not retribution or punishment, (but rather) the healing of breaches and readdressing the imbalances, the restoration of broken relationships, a seeking to rehabilitate both the victim and the perpetrator, who should be given the opportunity to be reintegrated to the community he has injured with his offense”.

# BRIDGING LEADERSHIP

- Engagement of stakeholders, community organizations, NGOs, public and private sector
- Consensus building (including armed actors)
- Integrated strategies Urban-rural (Vallempaz marketing, relocation of forced displaced population in rural areas)
- Integration of academe-local government agents (Javeriana University, House of Justice, Excellence in Justice Corporation, Paz y Bien & AlvarAlice)
- Working on Log Frames, setting of goals, indicators, activities, and budgets

# BRIDGING LEADERSHIP

## Restorative Justice, Coexistence & Peace in Colombia

- TOTAL VALUE OF PROGRAM US \$ 3.5 M
- INTERNATIONAL FUNDING US \$ 1.75 M
- LOCAL FUNDING US \$ 1.75

# BRIDGING LEADERSHIP

Restorative Justice, Coexistence & Peace in  
Colombia

## PROJECT COMPONENTS

- ACADEMIC
- URBAN
- RURAL

# BRIDGING LEADERSHIP

## Restorative Justice, Coexistence & Peace in Colombia

### Stakeholders Engaged

- Local (urban-rural-law students and faculty) populations, armed actors
- Sugar cane producers
- AlvarAlice
- Corona
- Vallenpaz
- Javeriana University
- Paz y Bien
- Synergos Institute
- Regional and local authorities

# BRIDGING LEADERSHIP

## Restorative Justice, Coexistence & Peace in Colombia

### Characteristics of Beneficiaries

- Do not know how to work collectively
- Lack technical knowledge
- Lack administrative basic skills
- Lack access to productive chains and / or marketing
- Many of them are women suffering from forced displacement, adolescents, and young farmers

# BRIDGING LEADERSHIP

Restorative Justice, Coexistence & Peace in  
Colombia

## OVERALL GOAL

Promote conflict resolution by applying principles and practices of Restorative Justice in association with income generation, and social, educational and eco-agricultural interventions in selected urban and rural areas

# BRIDGING LEADERSHIP

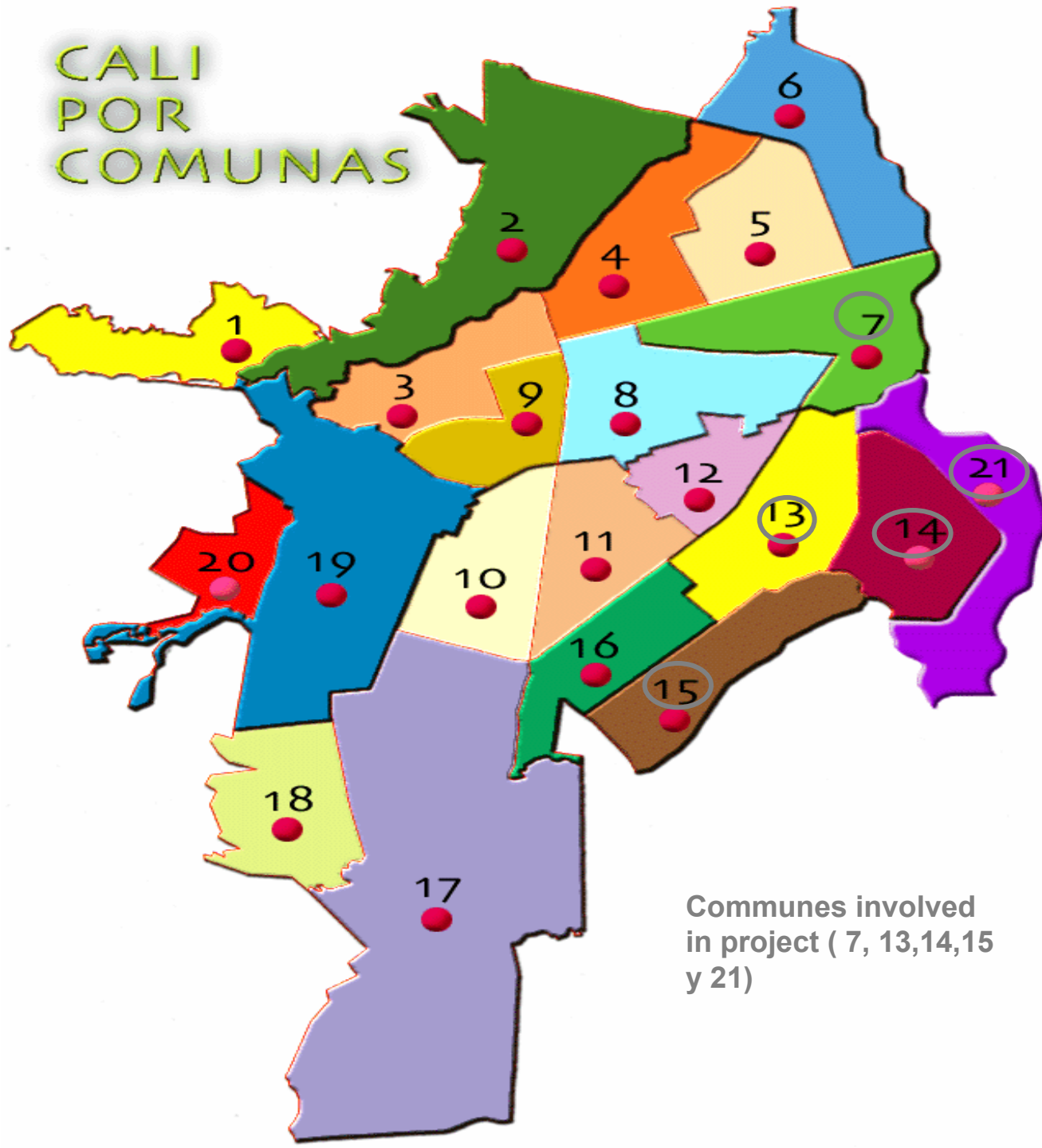
## Restorative Justice, Coexistence & Peace in Colombia

### SPECIFIC OBJECTIVES URBAN

- Promotion of Restorative Justice and Human Rights. Drop violence rates by 10%
- Institutional strengthening of CSO / NGOs
- Improvement of life conditions through income generating projects.



# CALI POR COMUNAS



Communes involved  
in project ( 7, 13,14,15  
y 21)

# BRIDGING LEADERSHIP

## Restorative Justice, Coexistence & Peace in Colombia

### SPECIFIC OBJECTIVES RURAL

- Enhancing community sustainability
- Promotion of Restorative Justice, Human Rights; Drop violence rate by 10%
- Improving living conditions
- Improvement of social and physical infrastructure



# BRIDGING LEADERSHIP

## Restorative Justice, Coexistence & Peace in Colombia

### OBJECTIVES ACADEMIC COMPONENT

- Document, systematize and disseminate international and national experiences on Restorative Justice
- Incorporate contents of Restorative Justice in the curricula of at least three law & political science schools.

# BRIDGING LEADERSHIP

## Restorative Justice, Coexistence & Peace in Colombia

### Constraints

- Lack of trust (comunities, private sector, donor agencies)
- Widespread violence / insecurity
- Widespread corruption within politicians and local authorities
- Farmers used to get “easy money” from illegal crops / drug trade
- Culture based on individualism Vs community solidarity

# BRIDGING LEADERSHIP

## Restorative Justice, Coexistence & Peace in Colombia

### Institutionalization and Sustainability

- Development/strengthening of alliances among community organizations, government agencies and the private sector are key elements for success
- Activities based on resources mobilized from both public and private sectors to leverage international cooperation
- Income generating activities critical for sustainability, as well as entry points to assure rapid and early community acceptance and participation