

SUPPORT FOR PEACEFUL COEXISTENCE AND CITIZEN SECURITY

(CO-0213)

EXECUTIVE SUMMARY

BORROWERS: The Republic of Colombia, the Capital District of Santafé de Bogotá and the municipalities of Santiago de Cali and Medellín

GUARANTOR: The Republic of Colombia will guarantee the loans to the municipalities. The guarantee will cover only repayment of the loan, including interest and fees, but will not cover the local contribution or obligations not falling within the legal purview of the national government.

EXECUTING AGENCIES: The Departamento Nacional de Planeación [National Planning Department] (DNP); the Fondo Nacional de Proyectos de Desarrollo [National Development Project Fund] (FONADE); the Capital District of Santafé de Bogotá; and the municipalities of Medellín and Santiago de Cali.

AMOUNT AND SOURCE:

IDB (ordinary capital):	US\$57 million
Republic of Colombia:	US\$20 million
Bogotá:	US\$10 million
Medellín:	US\$15 million
Cali:	US\$12 million
Local counterpart:	US\$38.6 million
Republic of Colombia:	US\$14 million
Bogotá:	US\$6.6 million
Medellín:	US\$10 million
Cali:	US\$8 million
Total:	US\$95.6 million.

FINANCIAL TERMS AND CONDITIONS:

Amortization period:	20 years
Grace period:	48 months
Disbursement period:	54 months
Interest rate:	variable
Inspection and supervision:	1%
Credit fee:	0.75%
Currency:	United States dollars from the Single Currency Facility

OBJECTIVES: The general objective of the project is to reduce levels of violence and insecurity in several Colombian cities by strengthening efforts to prevent,

counteract and control factors associated with criminal acts and violence.

DESCRIPTION:

In order to achieve the above objectives, the program would finance principally consulting services and some equipment for national and municipal institutions. The program will comprise two subprograms: (a) a **national subprogram** to assist the Colombian government in designing and implementing a State policy to promote peace and community harmony, and (b) a **municipal subprogram** to enhance harmonious coexistence and prevent crime and violence in cities.

The national subprogram (US\$34 million) will finance a series of initiatives to evaluate, develop, and/or consolidate a set of activities to be handled by national institutions: (a) **development of a system to gather reliable and up-to-date data** concerning the most representative incidents of crime in Colombia (US\$6 million); (b) support for **Ministry of Justice programs** to bring the judicial system closer to the people and develop alternative, pre-judicial, methods for the administration of justice (US\$2.6 million); (c) **research** on such topics as the impact of legal action and of certain legislative acts, justice and gender, and the peaceable reintegration of young people into society (US\$1.5 million); (d) development of a **national communications strategy** to prevent violence (US\$300,000); (e) support for **curriculum development and police education programs** to improve relations between the police and the communities they serve (US\$4 million); (f) establishment a **technical-assistance component** to promote the exchange of experience among cities and evaluate results (US\$2.6 million); (g) a **line of credit** to support medium-sized cities which cannot receive direct loans from the Bank (US\$3 million); and (h) a **promotion, administration and monitoring component** (US\$1 million).

The municipal subprograms (US\$61.7 million), which will vary according to the needs and circumstances of each participating city, will support a series of actions which may be new initiatives or successful experiences already undertaken, in the following generic categories: (a) establishment of **local crime reporting stations** (US\$5.2 million); (b) **programs to improve access to justice** (US\$14.4 million), including assistance to municipal governments to improve inspectorates, courts and tribunals, promote mediation and conciliation mechanisms, and establish houses of justice (institutions grouping several

state agencies concerned with citizen security) in depressed urban areas; (c) **programs targeting youth** (US\$16.9 million), including initiatives to keep them from getting involved with crime, efforts to manage youth at high risk for violent behavior and, in some instances, the development of new approaches for dealing with criminal behavior; (d) **educational programs for the general public** (US\$8.8 million), including training in such areas as peaceful dispute resolution, respect for traffic regulations, arms control, restrictions on the sale of alcoholic beverages, domestic violence, etc.; (e) **police education programs** (US\$4.9 million) to improve relations with communities, foster respect for human rights and, generally, enhance their capacity as public servants; (f) carry out **citizens watch programs** (US\$2.8 million) by financing actions to involve civil society in project design, monitoring and evaluation; and (g) **institutional strengthening of government departments** (US\$2 million) to provide them with an appropriate structure to design policy and coordinate and/or execute the municipal budget for security and peaceful coexistence.

The cities of Bogotá, Medellín and Cali, in view of their larger size and management capacity, would sign contracts directly with the Bank, to be guaranteed by the national government, to finance their activities. Other, medium-sized cities, including Pereira, Bucaramanga, Barranquilla, and Cartagena, have expressed interest in such activities and will be able to access Bank financing indirectly via the FONADE administered line of credit.

**SOCIAL/
ENVIRONMENTAL
REVIEW:**

Following a review of the project document on January 23, 1998, it was determined that it would not have any environmental effects, and it was underscored that the program includes specific actions to protect women and other vulnerable groups.

BENEFITS:

This operation addresses one of the needs most keenly felt at all levels of Colombian society (the central government, municipal governments, and civil society). Moreover, the operation's decentralized character reinforces the Bank's strategy of forging closer links with municipal governments by granting direct loans with sovereign guarantees and fostering decentralization and the strengthening of local management capacity. The program will also help to restore credibility and trust in the authorities, the judicial system and the police, thereby making the country more governable. If the expected results are

achieved, the program will have a significant redistributive impact, since it will lead to a reduction in mortality and violence in the most vulnerable population groups, namely, young men from the lower socioeconomic strata, women, and children. It will also result in better coordination between the two levels of government (local and national) and civil society, making interventions more effective and public spending more efficient.

RISKS:

The following risks have been identified in connection with this program: (a) the lack of experience at the national level, within DNP, in implementing and coordinating multiple activities in several sectors. Special committees have been established at the national and municipal levels to counteract this problem; (b) the possibility that the interest and support needed for program implementation may wane in future years. This is considered to be a minor risk, since many of the activities targeted for support have already been launched by the cities themselves. The fact that the operation was planned under administrations which have just left office presents the additional risk that the project may not be embraced by the current administrations. However, contacts made to date suggest that support will not prove to be a problem; and (c) the fact that violence and criminal behavior are determined by factors of a macrosocial character outside the scope of the proposed activities presents the risk that such factors may accentuate or neutralize the results, thereby making their interpretation more difficult.

**THE BANK'S
COUNTRY AND
SECTOR STRATEGY:**

The Bank's strategy for Colombia for the period 1995-1998 includes, as one of its core elements, improving governance and fostering peaceful coexistence and citizen security. The proposed program provides the Bank with an excellent opportunity to become involved in new areas of activity which, in addition to being high priorities for the countries, are consistent with the mandates of the Eighth Replenishment. The novel and innovative nature of the operation once again highlights the pioneering spirit which has characterized the Bank for three decades. The program's successful implementation can establish important precedents, not only for Colombia but also for other countries of the region which have had to contend with eroding confidence in their institutions and which have suffered the devastating effects of various forms of violence, particularly among low-income groups. The program also represents a significant advance in the Bank's relations with

local governments and upholds the decentralization process by providing direct loans to several municipalities against a sovereign guarantee, and will contribute to improving governance by boosting credibility and confidence in national and municipal authorities, justice and the police. The program will also result in better coordination between the national and local levels and with civil society, making interventions more effective and public spending more efficient.

**POVERTY TARGETING
AND SECTORAL
CLASSIFICATION:**

This program is not intended to reduce poverty. However, an evaluation of the effects of violence on the population and evaluations for the program components, in particular to those for the two major components (programs to bring the judicial system closer to the people and programs targeting young offenders and at-risk youth) indicate that over 50% of their beneficiaries come from socioeconomic levels 1 and 2. Although classification by socioeconomic level is based on housing size and characteristics and is not an indicator of income level, comparative studies carried out in Colombia's major cities have concluded that there is a high correlation between the two parameters and that it may therefore be inferred that levels 1 and 2 are below Colombia's low-income line.

Accordingly, the Bank's Management considers this program to be consistent with the objectives of poverty reduction and increased social equity as set forth in paragraphs 2.15 and 2.13 of the report on the Eighth Replenishment (document AB-1704).

**SPECIAL
CONTRACTUAL
CONDITIONS:**

The borrowers must meet the following conditions prior to the disbursement of the initial loan tranche:

A. National subprogram

1. Evidence that the National Technical Committee (NTC) has been created, with the functions and structure agreed upon with the Bank;
2. Evidence that the national coordinating unit (NCU) for the project has been created within DNP, with the functions and structure agreed upon with the Bank;
3. Evidence that the operating regulations for the national project have been approved and placed in effect, according to the terms and conditions agreed upon with the Bank;

4. Evidence that an interinstitutional agreement has been signed with FONADE setting forth the parties' rights and responsibilities in carrying out the activities called for under the project components, according to the terms and conditions agreed upon with the Bank;
5. Evidence that an agreement has been signed with COLCIENCIAS for implementation of the activities called for under the research component, according to the terms and conditions agreed upon with the Bank.

B. Municipal subprogram - Bogotá

1. Evidence that the Committee on Security and Coexistence (CSC) has been set up, with the functions and structure agreed upon with the Bank.
2. Evidence that the municipal coordinating unit (MCU) has been created within the executive department, with the functions and structure agreed upon with the Bank.
3. Evidence that the operating regulations have been approved and placed in effect, according to the terms and conditions agreed upon with the Bank.

C. Municipal subprogram - Cali

1. Evidence that the Committee on Security and Coexistence (CSC) has been set up, with the functions and structure agreed upon with the Bank.
2. Evidence that the municipal coordinating unit (MCU) has been created within the executive department, with the functions and structure agreed upon with the Bank.
3. Evidence that the operating regulations have been approved and placed in effect, according to the terms and conditions agreed upon with the Bank.

D. Municipal subprogram - Medellín

1. Evidence that the operating regulations have been approved and placed in effect, according to the terms and conditions agreed upon with the Bank.

**EXCEPTIONS TO
BANK POLICY:**

The sovereign guarantee granted to the Capital District of Santafé de Bogotá and the municipalities of Santiago de Cali and Medellín will not include an obligation to guarantee the local counterpart contributions.

**PROCUREMENT
PROCEDURE:**

The threshold amounts above which international competitive bidding is required are US\$1 million for works, US\$350,000 for purchases and US\$200,000 for consulting services. The Colombian legislation referred to in chapter III will apply to procurement in amounts below these figures.

**SPECIAL
PROCEDURES:**

Since the municipal administrations that took office recently in Medellín and Cali have requested increases of US\$5 million and US\$2 million, respectively, which are not reflected in the COMPES document approved by the Cabinet, the guarantee authorized by the nation at present is only US\$10 million for each municipality. Accordingly, the loan contracts to be signed with the Bank initially by Medellín and Cali will be for US\$10 million each. It is recommended that the Board of Executive Directors approve separate resolutions for up to US\$15 million and US\$12 million to enable the Bank to sign contracts increasing the loans by the remaining US\$5 million and US\$2 million, once the internal procedure to increase the guarantees has been completed.

I. FRAME OF REFERENCE

A. The problem: violence in Colombian cities

1. Background

- 1.1 Violence in Colombia is an extremely complex phenomenon. Many studies have been undertaken of its origins, its manifestations throughout the country's history, and its causes. In short, it is a complex phenomenon and, although there has been an increase in violence during the past decade, Colombia has been no stranger to violence for a very long time. In 1939, when records were first kept, Colombia's homicide rate had already reached 15 per 100,000 population, a figure which today is considered high based on international comparisons. During the 1950s, the homicide rate fluctuated around 50 per 100,000 population and, beginning in 1965 (the date on which an agreement between the political parties, known as the National Front, was signed), it stabilized at around 20 per 100,000 population. As from 1980, there was a more substantial increase, reaching 70 per 100,000 population in 1993, and since then the rate has declined slightly.
- 1.2 Some persons who are knowledgeable about the subject prefer to speak of Colombian violence in the plural rather than in the singular when discussing the problem. Indeed, violence takes various forms in Colombia: The long standing *guerrilla violence*, originally marxist-inspired, which occurs particularly in some rural areas; violence by private justice groups, originally the response of farmers and land-owners acting in self-defense, has attracted other groups and is prevalent in certain rural areas; violence as a product of *drug trafficking and organized crime* is prevalent in urban areas and certain rural areas where various operations are conducted; and there is violence resulting from a *breakdown in community relations* which occurs throughout the country but is particularly prevalent in the cities. These categories of violence are not mutually exclusive and, on the contrary, are intertwined and constitute a complex amalgam. Each type of violence has its unique causes, although some factors are clearly shared by all of them.
- 1.3 Homicide rates suggest that the risk of violence is greatest in certain remote parts of Colombia where drug crops are grown and drug trafficking is prevalent. In absolute numbers rather than in terms of the rate, nearly 60% of all homicides occur in cities which are departmental capitals. Data from the Instituto Nacional de Medicina Legal y Ciencias Forenses [National Institute of Forensic Medicine and Sciences] (INMLCF) indicate that 40% of all homicides in 1996 occurred in Medellín, Bogotá, Cali, Pereira, Bucaramanga and Cartagena.

- 1.4 The Colombian government has introduced measures to deal with the problems spawned by various types of violence, and some of these have received the support of multilateral banks. 1/ The program described in the present document focuses exclusively on the problem of violence in cities.
- 1.5 Violence and crime have created a climate of insecurity in Colombia and have generated a loss of credibility which has adversely affected governance. In addition to the social cost which violence has exacted, it has been shown that there is a negative correlation between violence and the investment rate, that violence has eroded the structure of land ownership, and that violence has prompted increasing population displacements. The Colombian authorities view violence as a top priority and consider it a major obstacle to the country's development.
- 1.6 Although violence has been rampant in Colombia in recent years, research on its impact has been conducted only recently and is inadequate. This lack of reliable economic and social data makes it difficult to establish priorities for the allocation of public funds to prevent and control violence. However, a first level of awareness has been achieved which has translated into an increase in resources for the police and the judiciary.
- 1.7 Studies of violence in Colombian cities concur that the factors which have most severely undermined security and social solidarity in these cities are those associated with the erosion of the traditional social values and standards underpinning Colombian society. 2/ These studies also indicate that sporadic excessive consumption of alcoholic beverages, easy access to weapons,

1/ The Bank supported the first three phases of the integrated rural development program (DRI) jointly with the World Bank and is now supporting preparation of the rural municipal development program (CO-0192), to finance development plans in the most severely depressed rural towns. In 1995 the Bank approved a social safety net program targeting the country's poorest inhabitants through basic social services. In 1996 the Bank approved the alternative development plan, PLANTE (984/OC), to involve the State through productive infrastructure investments in regions where illicit crops have been eradicated. In November 1997 the Bank approved a project to support the peace processes (ATN/NO-5749), the main objective of which is to assist the Colombian government in devising a comprehensive strategy to cope with the various aspects of violence and help prepare some of the interventions to be financed under this program. The World Bank is helping the government develop a project for the Magdalena Medio region, which includes the departments of Antioquía, Bolívar, César, Córdoba and Santander, where guerrilla fighters have long been present.

2/ See Ramírez and Guerrero (1997), Sánchez (1988), Gaitán (1995) and Vargas (1994), among others.

impunity, and the emergence of marginalized shanty towns in the cities are major risk factors for violence. This program calls for a number of activities that have their origins in experiences already initiated by the government and several Colombian cities in this field.

2. Magnitude and scale of violence

- 1.8 Injuries and deaths due to external causes (including homicides, suicides, traffic accidents and others), are a serious public health problem in Colombian society. Homicides account for 25% of deaths from other than natural causes, while the figure elsewhere in the world is under 10%. In 1996 alone, the National Institute of Forensic Medicine and Sciences (INMLCF) performed 38,494 autopsies on persons who had died from external causes: 71% were intentional deaths, with 66% resulting from homicide and 5% from suicide. These figures yield an annual homicide rate of 65 per 100,000, which means that Colombia has one of the highest rates in the world. 3/ The overwhelming majority of the victims of attacks, whether fatal or not, are men under 25 years of age from the lowest socioeconomic strata in urban centers.
- 1.9 Because the public tends not to report some forms of violence, including family violence, sexual assault and petty crime, there is no reliable information on the true magnitude of crime. Studies based on household surveys reveal that 15% of Colombian households reported the occurrence of a crime in 1995, and that 80% of those reported were crimes against property. A comparative analysis of surveys carried out between 1985 and 1995 points to a decline in the percentage of households affected by crime; however, this analysis also shows a significant increase the number of robberies or violent property crimes. 4/
- 1.10 Domestic violence also is a serious problem. A national survey of more than 5,000 women carried out in 1990 indicates that 20% of women in Colombia are beaten by their spouses and that over 30% suffer psychological abuse. 5/ Although there are no reliable statistics concerning violence against children, it is assumed that it, too, is a serious problem.

B. Economic costs of violence

1. Basic indicators

- 1.11 The costs exacted by violence are many and difficult to quantify since, in addition to causing loss of life, violence erodes the

3/ National Reference Center on Violence, INMLCF. Bogotá, 1997.

4/ See M. Rubio (1996).

5/ PROFAMILIA, 1990. Prevalence, demography and health survey, Bogotá: PROFAMILIA.

quality of life of the population and has a negative impact on national productivity. Difficulties relating to measurement notwithstanding, there are a number of indicators of the economic impact of violence, namely: (a) in 1996, public expenditure on the judicial system, law enforcement and the army represented 5% of gross domestic product (GDP); (b) in 1994, 25% of the 5.5 million disability adjusted life years (DALYs) lost in Colombia were attributable to homicides, a figure identical to the number of DALYs from cardiovascular disease, the second leading cause of death; (c) if the opportunity cost of each year lost is deemed equivalent to average per capita income, the cost in terms of lives lost rose from 2% of GDP in 1980 to 5% in 1990; (d) between 1987 and 1994 this cost exceeded investment in human capital (measured in terms of investment in education), which means Colombia experienced a net loss of human capital.

2. Social costs are difficult to measure

- 1.12 Violence also exacts social costs; for example: (a) the State has lost its monopoly on enforcement as a result of the activities of guerrilla organizations, private justice groups, drug traffickers and militias; (b) the selective victimization of young men has an impact on demographics (60% of homicide victims are men 15 to 34 years old, and their life expectancy is four years less than that of women); (c) violence causes population displacements (according to a household survey, 39% of families report that a family member has been displaced, and 100,000 urban families have had to move); (d) public safety and judicial services – public services par excellence – have been privatized because the State has been unable properly to maintain order; (e) violence is transmitted from one generation to the next by children who experience violence in their homes and (f) violence affects the health of women and children who are its victims.

3. Redistributive effects of violence

- 1.13 One very direct and visible effect of violence is its redistributive character. The private use of force and enforcement powers has resulted in a decades-long setback in the distribution of wealth and has concentrated huge fortunes in the hands of a few violent agents. The value of property transferred annually as a result of crime (including property crimes, kidnapping and extortion, drug trafficking, unlawful enrichment and corruption) is estimated to be 10% of GDP. ^{6/} In addition to the social impact of the concentration of wealth, criminals who get rich quickly and flaunt the luxuries they acquire are poor role models for young people. In addition, recent studies indicate that it is the poorest population groups that are most affected by violence.

^{6/} See M. Rubio (1997).

4. Impact on effectiveness: costs of preventing and combating violence

- 1.14 Colombian society has been compelled to allocate substantial public and private resources to activities to control problems relating to violence and security. Public expenditure on security and the judicial system currently accounts for 5% of GDP, which has risen approximately 2% during the 1990s. The past four years have seen an 8.5% real increase in law enforcement funding, while between 1990 and 1996, public expenditure on the judicial system rose an average of 15.96% in real terms. 7/ Some academic researchers estimate that expenditure by the productive sector for legal private security services may be as high as US\$100 million annually (1.4% of GDP). Available studies indicate that, along with lawful, regulated security firms (whose annual income equals 1% of GDP), there has been a surge in the number of groups supplying "private justice" outside the bounds of the law, in rural areas and armed groups and militias in the cities. 8/

5. Impact of violence on physical, human and social capital

- 1.15 With regard to **human capital** and **social capital**, no studies have yet been carried out in Colombia on the impact of unlawful and informal forms of social mobility on the demand for education. In addition, the fear of becoming a victim of an assault has curtailed the demand for evening classes in the cities. It would be naive to ignore the fact that successful criminals are role models (with adverse effects on people's behavior, encouraging them to accept a culture of violence and intolerance as a means of conflict resolution), as well as the growing inequity in the application of the law, the erosion of trust in social interactions, and the reluctance to participate in community associations. Domestic violence undermines academic success and restricts educational opportunities for women. With regard to **physical capital**, econometric studies carried out during the past two years show that violence has had a significant adverse impact on gross capital formation and on the growth of productivity. It is estimated that if Colombia reduced its rates of violence to the Latin American average (20 homicides per 100,000 population), the investment/GDP ratio could reach 30%. 9/

7/ Estimates by DNP-UJS and the Commission on Expenditure Reduction and Public Finance, final report (1997).

8/ See Rubio, M. (1996).

9/ See Rubio, M. (1997).

C. The government response

1. The national government

- 1.16 Research by the Colombian government on violence and its efforts to deal with the issue have focused primarily on the problems of political violence and on those involving groups operating outside the law. As a result, there has been little analysis of other forms of violence, including urban violence, and there has been limited opportunity to apply an integrated approach to the phenomenon. The Government of Colombia now recognizes the need to support other initiatives to cope with the problems of violence and security in the nation's cities. It also recognizes the need to foster participation by civil society in resolving conflicts.
- 1.17 In September 1996, the National Planning Department (DNP), in cooperation with international experts, began planning a program to identify workable and effective activities to counteract violence. This program, whose title is "peace pays dividends", recommends short-, medium-, and long-term efforts to create conditions conducive to peace-keeping efforts. Broadly speaking, the program includes activities targeting the machinery for the administration of justice, national and citizen security, land-use issues, urban questions, international relations, and negotiated peace.
- 1.18 A description follows of some of the activities undertaken by the Colombian government during the past five years in order to restore peace in the country.

a. Crime census and crime reporting stations

- 1.19 The crime census/crime reporting project, a national strategy developed by the Ministry of Justice (MJD), is based on the experience of such cities as Cali and Bogotá and focuses on research into the causes of violence and on coordinating national resources and efforts to prevent it. The crime census, which has been conducted in seven cities - Bogotá, Cali, Medellín, Barranquilla, Yopal, Bucaramanga and Pereira - is a research tool for collecting and organizing data and pinpointing the major types of crime (homicide, theft, battery, family violence) by geographical area in order to elaborate and define policies to control them. The project's second phase has led to the establishment of "crime reporting stations" to provide reliable systems for monitoring violence and crime at the local and community levels.

b. Programs for the administration of justice

- 1.20 Impunity is widespread in Colombia. Trials proceed very slowly, legal proceedings are extremely costly and exact a heavy toll in economic terms, and the population is largely uninformed on legal matters and the legal process. Taken together, these factors have

undermined the credibility of the judicial system, which has led to the rise of providers of "private justice" offering conflict resolution services outside the law, generally through violence. The Colombian government's response to this situation, which has yielded concrete results that are now under review, was to promote the following measures as part of the constitutional reforms introduced in 1991: (i) establishment of the Consejo Superior de la Judicatura [Supreme Judicial Council] to strengthen the autonomy of the judicial system; (ii) improved judicial services through programs to make the judicial system more accessible and encourage the peaceful settlement of disputes; (iii) more effective punishments using indictment procedures introduced under the leadership of the Attorney-General's office. Colombia also doubled its investment in the administration of justice as a percentage of GDP and, in cooperation with the executive branch, adopted the first development plan addressing the administration of justice, in order to accelerate and enhance the effectiveness of the system.

(i) Alternative methods for conflict resolution

- 1.21 Law 30/87 established alternative conflict resolution mechanisms as a strategy to reduce the congestion plaguing the judicial system; these mechanisms are being tested and evaluated. This concept of alternative methods calls for the establishment of various extrajudicial mechanisms to resolve conflicts between citizens as well as conflicts between citizens and institutions. Examples of such alternatives include amicable composition, arbitration, conciliation, compromise, expert opinions and mediation, which are offered by the following entities: chamber of commerce arbitration and conciliation centers, new conciliation centers, municipal conciliation units, family commissioner's offices, houses of justice, justices of the peace, and conciliators in equity.

(ii) Comisarias de familia [Family commissioner's offices] (FCs)

- 1.22 Family commissioner's offices are municipal institutions forming part of the national family welfare system, and their objective is to protect the rights of women and children as well as peaceful coexistence within the home. These offices are staffed by persons sensitive to gender issues (commissioners, doctors, psychologists, social workers and secretaries), and perform preventive functions. These offices discharge preventive and enforcement functions, and may also impose punishments and provide conciliation services. They have been instrumental in putting a more human face on the treatment beneficiaries receive immediately after an incident involving family conflict.

(iii) Casas de justicia [houses of justice] (HJ)

- 1.23 In 1994 the Ministry of Justice launched a pilot program to facilitate access to the judicial system by low-income communities

- which experience considerable conflict on a daily basis and are generally situated at the periphery of urban areas - as part of the program to strengthen the judicial system cosponsored by the United States Agency for International Development and the Fundación para la Educación Superior [Fund for Higher Education] (USAID-FES). The pilot program established two houses of justice in the Aguablanca district in Cali and in Bolivar City in Bogotá.

1.24 The houses of justice are a cooperative undertaking by the national and municipal governments, bringing together under the same roof - in a strategic area easily accessible to citizens - the various institutions concerned with the administration of justice. The institutions providing services at the houses of justice are: (a) local prosecutors' offices, which seek to resolve conflicts through conciliation or which pass them on to the section prosecutors' offices; (b) family commissioner's and advocate's offices, which deal with family violence and discrimination against women; (c) the Instituto Colombiano de Medicina Legal [Colombian Forensic Medicine Institute], which facilitates access to legal opinions; (d) the Office of the Attorney-General (Public Prosecutor's Office, the Office of People's Advocate and the Municipal Advocate's Office), which focus on protecting human rights and the interests of the community; (e) police inspectorates, which receive complaints, resolve minor conflicts between citizens and implement peaceful coexistence and security programs; (f) legal aid services and/or conciliation and arbitration centers, which are staffed by law students and provide legal advice, conciliation services and handle cases brought before the courts.

1.25 The work of the houses of justice goes far beyond the decentralization of services, since they represent the first step in the transformation of the traditional legal system (based on the paradigm of winners and losers) into a new system promoting justice through consensus and conciliation. Although surveys conducted in Cali and Bogotá report a 60% satisfaction level among individuals served by the houses of justice, the house of justice model requires some adjustments to enhance its effectiveness, particularly in interagency coordination. Thus far, five additional cities (Medellín, Bucaramanga, Pereira, Ibagué and Valledupar) have committed themselves to establishing houses of justice, and MJD plans to have 14 in operation by 1998 and 20 by late 1999.

c. Strengthening the national police and enhancing its professionalism

1.26 The national government, through the Police Directorate, has been engaged in a campaign to restore institutional credibility, raise moral standards, and improve police efficiency. In order to achieve this, educational programs have been put in place for senior officials, more than 6,000 persons (including agents and

officers) have been let go, and an educational campaign has been carried out on human rights in the police force. The strengthening program includes: (a) a program to improve community relations, which seeks to restore the bond of cooperation and trust between law enforcement personnel and the community and focuses on promoting cooperation between citizens and the police; (b) a professional development program to improve training, education and research within the law enforcement system and thereby to improve the quality of services provided by law enforcement officers; and (c) a program to enhance the well-being of law enforcement personnel is intended to improve the living conditions of officers and their families.

2. Municipal governments

- 1.27 Working independently, some Colombian cities have begun to adopt a two-fold approach to the problems of violence and crime. They have introduced measures to control crime and violent behavior and are assigning increased resources to enable the police to monitor and control violent individuals or groups. In addition, they have begun to implement prevention policies and elaborate codes of conduct to promote community harmony. 10/ The factors identified most often by cities and on which they have already begun to take action include: eroded confidence in the judicial system and the police; cultural patterns which encourage violent solutions to conflict; youth unemployment; inappropriate coverage by the media of acts of violence; work with youth gangs, at-risk youth and minor offenders; proliferation of weapons among the civilian population; excessive consumption of alcohol and other drugs, and monitoring of traffic accidents.

a. Medellín

- 1.28 Medellín and the group of towns comprising its metropolitan area 11/ have been severely affected by terrorism and drug trafficking. Armed bands of former members of political movements, bodyguards of drug traffickers and youth gangs settled in the area. In 1992, the homicide rate was approximately 400 per 100,000 population. Medellín was the first Colombian city to register a drop in homicide rates, which have declined 50% since 1992, although even then, its homicide rate has continued to be the country's highest (208 per 100,000 population in 1996). 12/

10/ It should be noted that, given the nature of Colombian institutional structures, local officials have at their disposal a number of policy instruments which would back proposals to promote security and harmonious relations in cities.

11/ This region is known as Valle de Aburrá.

12/ INMLCF. National Reference Center on Violence. Pattern of Deaths from External Causes. Santafé de Bogotá, 1996.

Property crimes increased during the past two years.^{13/} With the support of the national government, which established the Consejería para la Paz [Peace Council] in Medellín, the city has taken significant steps to enhance civility and prevent juvenile crime, efforts which have been made with the assistance of nongovernmental organizations and the Church. The government programs were implemented through various entities, including Metroseguridad, the Asesoría de Paz y Convivencia [Office for Peace and Civic Harmony], and the National Police. The major efforts have focused on: (a) reintegration of members of various political groups who have been given amnesty; (b) peace agreements between youth gang and militia members and their reintegration into society; (c) sensitization of media representatives on how to handle violence, an effort supported by several universities; (d) support for the administration of justice, in particular, for the modernization of court administration and management; (e) improved relations between the community and the police; (f) improvements in family dynamics; and (g) school and community education programs to promote peace and civic harmony.

b. Cali

- 1.29 Like many other Colombian cities, Cali experienced a dramatic increase in its homicide rate during the 1980s. Beginning in 1993, when the homicide rate was 124 per 100,000 population, the rate has declined substantially, to 86 per 100,000 in 1997. The effective fight against drug trafficking and the outcome of macroeconomic adjustments have been particularly noteworthy in Cali, where the unemployment rate tripled between 1994 and 1996. In 1992, the city of Cali launched a comprehensive program to prevent violence (DESEPAZ), which was financed with city funds and modest support from the central government. The program includes: (a) systematic study of violence and its causes; (b) support for law enforcement personnel to improve their operational capacity and their well-being and to provide them with formal education and training on matters relating to human rights; (c) activities targeting youth, including training to enable them to earn a living as well as many educational, recreational and social activities; (d) citizen and community education to develop community spirit and (e) support for programs to improve the administration of justice, including support for police inspectorates, establishment of family commissioner's offices, improvements to the courts and establishment of houses of justice in depressed areas of the city.

c. Bogotá

- 1.30 The city of Santafé de Bogotá has a population of nearly 6 million inhabitants as well as heavily-populated poor areas on its

^{13/} Citizens' Watch for the Medellín Development Plan. "Security and Coexistence Relations in Medellín." August 1997.

periphery, such as Ciudad Bolívar (with nearly 1 million inhabitants), where there is considerable violence and the State's presence is negligible. Bogotá is second to Medellín in total number of homicides in the country. Even though the average homicide rate in Bogotá has been below that of cities such as Medellín and Cali, the high level of citizen concern regarding security prompted the city government in 1995 to organize a program for security and peaceful coexistence. This program focuses on: (a) strengthening the metropolitan police force; (b) training for law enforcement personnel in order to improve their relations with the community; (c) publication of a statistical bulletin on violence in cooperation with INMLCF; (d) campaigns to prevent traffic accidents, discourage alcohol consumption and limit the carrying of weapons and the use of fireworks at Christmas time; and (e) a program to make the judicial system more accessible by providing support to family commissioner's offices and conciliation centers.

d. Other capitals

- 1.31 Pereira (which in 1996 had a homicide rate of 94 per 100,000 population) established a center to monitor deaths from external causes at the Hospital San Jorge which has, among other things, provided data that has been very useful in assessing the results of a campaign to encourage motorcyclists to wear protective helmets. Although homicide rates in Bucaramanga and Cartagena have been low compared with the other departmental capitals, in Cartagena the rate doubled between 1992 and 1996, when it reached 38 per 100,000 population. Cartagena sought the assistance of the Bogotá Chamber of Commerce to set up conflict mediation and conciliation centers in the city's outskirts. Bucaramanga launched a program on security and peaceful coexistence in 1996.

D. The Bank's strategy

- 1.32 The Bank's strategy in Colombia for the period 1995-1998 focuses on three key objectives, namely, to: (a) preserve macroeconomic stability; (b) strengthen the decentralization process; (c) enhance the well-being of the population and economic productivity through the development of the social sectors and increased participation by the private sector and civil society; and (d) improve governance by fostering harmonious coexistence and citizen security. The program represents a significant advance in the Bank's relations with local governments and supports decentralization by granting direct loans to several municipalities solely against a sovereign guarantee, and will help improve governance by enhancing credibility and confidence in the authorities, justice, and the police. The program will also seek to improve coordination between the local and national levels of government and with civil society, making interventions more effective and public spending more efficient.

E. Rationale for the program

- 1.33 The proposed operation reflects the combined effort of municipal governments, the national government, and civil society to confront a problem which, in addition to impeding development, has wrought irreparable damage to Colombian society, particularly among the population at the lowest income levels.
- 1.34 The operation's design reflects a novel approach to the problem on the part of the Bank and takes many of the risk factors involved into account, since it calls for the coordinated and simultaneous implementation of measures of various kinds having the shared objective of promoting community harmony and citizen security. Following are some of the innovative features of the program meriting special attention: (a) it will require collaboration between the national and local public sectors, civil society and the private sector on activities which will be implemented simultaneously and in a coordinated manner, (statistical monitoring of crime, citizen education, programs targeting at-risk youth, the administration of justice, research and closer collaboration between the police and the community); (b) the Bank will provide loans - guaranteed by the national government - directly to the cities of Bogotá, Medellín and Cali; and (c) major institutions of civil society will participate, playing a major role in the design, implementation and evaluation of the project.
- 1.35 The design of the program builds on projects already launched by the national and municipal governments. However, it is hoped that its implementation will provide the added benefit of enhancing cooperation between the various levels of government and civil society and of strengthening capacity to apply a rigorous scientific approach to the evaluation of efforts undertaken. It is also hoped that these activities will be extended to other cities as appropriate once the evaluation's findings are known.

F. Other relevant experience

1. Events and programs financed by the Bank

- 1.36 The Bank has sponsored a number of international conferences to encourage dialogue on and the development of appropriate strategies with the respect to peaceful coexistence and citizen security, including those held in Washington in February 1996 and in Rio de Janeiro in March 1997. The Bank also has approved regional technical-cooperation programs on domestic violence and the administration of justice, and the Office of the Chief Economist is conducting a study on the dimensions and costs of violence in six countries in the region, including Colombia. The Bank also has supported programs on judicial reform and improving the administration of justice (in various countries) and programs targeting young and at-risk offenders (in Guatemala and El Salvador). In Colombia itself, the Bank currently is implementing a project with

the Office of the Attorney-General to improve the Office's administrative, technical and strategic management through staff training and the use of statistical and data processing tools.

2. Lessons learned from national experience

- 1.37 Colombia has considerable experience in a number of cities with programs to enhance peaceful coexistence and citizen security. A number of these have been studied in detail in order to develop recommendations for future projects. The experience of the houses of justice in Aguablanca, Cali, and Ciudad Bolívar, Bogotá, are examples. DESEPAZ, the Cali program, many aspects of which have been incorporated in this document, was singled out by the World Bank in its Annual Report as an excellent example of a project dealing with urban violence. Two programs in Bogotá were evaluated: one provided the police with training to improve their relations with the community and the other focused on preventing alcohol consumption by minors, and their obvious success prompted recommendations that they should be reproduced at the national level. ^{14/} Also of note is the excellent experience with improving courts in Itagiu and Bello (municipalities belonging to the Medellín metropolitan area) with the collaboration of civil society.

G. Status of the proposed program

- 1.38 The project was designed from the outset with the cooperation and support of the National Planning Department (DNP), which has established a coordinating body for the operation within the Unidad de Planeación Regional y Urbana [regional and urban planning unit] (UPRU) which will serve as the focal point for the national coordinating unit. A division of labor also has been worked out with the national agencies which will be responsible for implementing the planned activities: the INMLCF, the National Fund for Scientific Research (COLCIENCIAS), the Departamento Administrativo Nacional de Estadística [National Administrative Department for Statistics] (DANE), FONADE and others.
- 1.39 At the municipal level, all interested cities were visited, many meetings were held to arrive at a consensus on the projects and implementation mechanisms, and local coordinating bodies have been established. A similar process has been initiated with the municipal governments that took office on January 1, 1998, and they

^{14/} The results of these evaluations may be found in the technical files of Country Division 5.

have only just begun to hire technical staff. The program will allow flexibility in the design of projects for the coming years so that the new authorities can may add or substitute activities as they see fit.

II. THE PROGRAM

A. Objectives ^{15/}

- 2.1 The **general objective** of the project is to reduce levels of violence and insecurity in several Colombian cities by strengthening efforts to prevent, counteract and control factors associated with criminal acts and violence.
- 2.2 The **specific objectives** are as follows:
- Provide the tools required at the national level to develop an awareness of and evaluate the many forms of crime in Colombian cities, and establish a consensus concerning which causes should be tackled through policies.
 - Help the national authorities to establish national policies and programs.
 - Support activities at the municipal level to promote peaceful coexistence and prevent and control urban and domestic violence.
 - Help cities monitor and evaluate projects on peaceful coexistence and security and encourage their development by providing loans and technical assistance.
 - Encourage the exchange of successful experiences among cities.

B. Description

- 2.3 In order to achieve its objectives, the program would finance principally consulting services and some equipment for national and municipal institutions. The program will comprise two subprograms: (a) a **national subprogram** to assist the Colombian government in designing and implementing a State policy to promote community harmony and security; and (b) a **municipal subprogram** to enhance community harmony in cities and prevent, intervene with respect to and control urban and domestic violence. The proposed activities are part of a strategy to impact so-called risk factors associated with the frequency and intensity of urban violence.

^{15/} The 1991 constitution defines the concept of civic coexistence as one aspect of public order and characterizes it as a set of norms and attitudes conducive to the harmonious and peaceful behavior of the individual within society, and describes the concept of citizen security as a state of well-being and social harmony in which the lives, dignity and property of citizens are protected and they are guaranteed the exercise of their fundamental rights and freedoms.

1. National subprogram (US\$34 million)

- 2.4 In order to achieve the objectives of the national component, plans call for financing measures to evaluate, develop, and/or strengthen activities to be carried out by national institutions: the Prevention and Conciliation Division of the Ministry of Justice, INMLCF, DANE, and DNP. The national subprogram also includes two additional components: a technical-assistance fund and a line of credit for the financing of projects for medium-sized towns which are not direct Bank borrowers, and the exchange of successful experiences among cities. The components which will be financed are as follows:

a. National information systems and databases (US\$6 million)

- 2.5 Under this component, a "monitoring matrix" will be prepared for the purpose of recording certain violent acts and the institutions responsible for gathering the information; the matrix is expected to provide timely and reliable data on those acts which have the greatest impact on security and community harmony. Specific indicators also will be included for the various types of violence (i.e., gender and domestic violence) in order to provide the authorities with the tools needed to elaborate and follow up on the policies designed. In developing this national information system, an effort will be made to improve coordination with local sources, to which end the central government will develop guidelines for cooperation with the police, forensic medicine practitioners, and DANE, among others. The information system and, generally, the content of the monitoring matrix, will be available to national and municipal authorities and the general public and will be administered by DNP/UMACRO.
- 2.6 A number of workshops have been held with the participation of the key agencies which collect and process information on violence and criminal acts: INMLCF, the Police, the Office of the Attorney-General, the Instituto Colombiano de Bienestar Familiar [Colombian Family Welfare Institute] (ICBF), DANE, DAS and DIAN. As a result of their work, a sample of the representative types of crime and violence has been drawn up. 16/ The institutions with the major responsibility for collecting and processing the data also were identified. These are: the Police, INMLCF, DANE and MJD.
- 2.7 The institutions to participate directly in the program are: (a) INMLCF, which will strengthen its national data system on violence and accident rates; (b) DANE, which will, under a

16/ Annex II-1 presents the matrix of crime incidents.

contract, design a module on minor offenses ^{17/} that will be incorporated in a semiannual household survey; (c) **MJD**, which will expand the program relating to the crime census and crime reporting stations by providing 13 cities with technical assistance to enable them to implement projects based on uniform standards of quality and reliability; (d) the **National Police**, which would improve the collection of information at the scene of the crime and other aspects. Support will also be provided indirectly, through coordination mechanisms, to other institutions such as the Office of the Attorney-General, the Supreme Judicial Council, ICBF and DNP, by means of training workshops.

b. Programs to support the Ministry of Justice (US\$2.6 million)

- 2.8 The objective of this component will be to support programs currently being implemented by the Prevention and Conciliation Division of the Ministry of Justice which have a close bearing on peaceful coexistence and citizen security.
- 2.9 The national program concerning **houses of justice (HJs)** will be expanded under the operation, which calls for: (i) **reviewing and strengthening the legal framework for the administration of justice**; (ii) **designing a planning, monitoring and evaluation system** for the houses of justice in order to facilitate planning, enhance the program's focus on the community, and measure and improve program management, taking into account the citizen's perspective; (iii) **establishment of information systems**. During the first phase, selected houses of justice will be equipped with the requisite administrative and office automation systems. During the second phase, training in information systems will be provided to employees of the HJs; (iv) **promotion of community participation**. The operation will support strategies and mechanisms to increase the community's participation in and support for houses of justice. The program will be publicized through promotional activities involving the communities and participating institutions; (v) **community citizen education programs**. This activity will support citizen education programs for teachers, local officials and community action boards on matters relating to justice, the benefits of the houses of justice and to respect for human rights, the protection of minors, guardianship, and nonviolent behavior in the home; and (vi) **education and training**. This activity will provide training and education courses for workers on the philosophy and work of the houses of justice.

^{17/} Minor offenses, as referred to here, are those which, because they are not serious or tend to go unreported, must be learned about via personal interviews. These include domestic violence, intentional injuries, purse-snatching, and extortion by someone in an official position.

- 2.10 The program also will support the development of alternative conflict resolution mechanisms. It will provide: (i) support for the institutional conciliation program; (ii) support for the program for conciliation in equity; (iii) support for other conflict resolution mechanisms.

c. Research program (US\$1.5 million)

- 2.11 The objective of this component is to conduct research on a number of topics relating to security and community harmony. To this end, the program, working through COLCIENCIAS, will invite bids from the scientific and academic communities for the preparation of technical studies; subsequently, in collaboration with DNP, COLCIENCIAS will set up discussion groups and develop machinery to disseminate the findings, with broad representation from civil society, local governments, universities and research centers.
- 2.12 The general topics will be defined by a working group comprising representatives from COLCIENCIAS, the Ministry of Justice, the High Judicial Council, the National Planning Department/UJS-UPRU and the Corporation for Excellence in Justice as a representative of civil society. The National Technical Committee (NTC) will select the definitive studies on the basis of the working group's recommendations. 18/

d. Program in support of the National Police (US\$4 million)

- 2.13 The National Police and the Justice and Security Unit of DNP have agreed to accord priority consideration to the following activities to be financed under this component: (a) education and training of officers, officials and minor officials in areas likely to improve their attitudes and performance as civic officers, through a revision to the curriculum of the Escuela General de Santander, and workshops for officers with experience in the field; (b) development of educational tools, methodologies and supporting materials for the police, to enable them to implement citizen education programs, in particular, on such topics as family violence and traffic safety; (c) improved procedures for the selection and hiring of police officers in order to improve the quality of the police force and retaining those hired with a view to the more effective use of public expenditure. Inasmuch as

18/ Some of the topics tentatively selected for consideration as final studies are: the impact of Law 228/95 (the regime governing minor offenses) and Law 294/96 (violence within families), youthful offenders, control of weapons in the civilian population, restriction of the sale and consumption of alcoholic beverages, improvements to the administration of justice, structural impediments to access to justice, justice and gender, performance indicators for judicial policies, urban peace pacts with bands and gangs, reintegration of offenders and guerrilla fighters.

several cities have submitted related projects (i.e., on education and improved relations with the community), the program will provide the means to coordinate and harmonize local and national strategies.

e. Design of a national communications strategy to prevent violence (US\$0.3 million)

- 2.14 This component will finance the design of a strategy to alter - through education and the appropriate use of the media - cultural patterns which foster a violent response to conflict, and to develop a pedagogy to teach the values essential to community harmony.
- 2.15 The objectives of this strategy would include: (i) activities targeting the communications media, particularly the news and entertainment media; (ii) training workshops for journalists, communicators and persons in related fields; and (iii) education of media users, including heads of families and teachers, to enable them to teach audiences to take a critical approach to the various media.
- 2.16 A working group of international and local experts will be convened to design this strategy, which would be financed with loan proceeds. The following steps will be taken once the strategy has been designed: the cooperation of media property owners will be sought, the possibility will be explored of devoting a small segment of the government's public relations agenda to the strategy, and/or efforts will be made to sell the project to businesses in the private sector which may be interested in funding the project from their public service budget. The Fundación Social [Social Foundation] has been suggested as the possible organizer of the working group.

f. Line of credit for FONADE (US\$13.1 million)

- 2.17 As part of the national component, and in order to finance cities other than Bogotá, Cali and Medellín, which are direct borrowers from the Bank, the operation proposes the establishment of a line of credit to be administered by FONADE. These resources may be used by cities submitting projects which meet the program's overall objectives or which are interested in reproducing the successful experiences of other localities. The objective is to encourage other towns to participate on their own initiative and with their own resources, given the importance which they accord to security and peaceful coexistence in their local agendas, as a reflection of their citizen's concerns.

- 2.18 The terms and conditions of the loans should reflect of the cost of the financing provided by the Bank. ^{19/} For the accounting periods considered thus far, it is estimated that the cost to towns will not exceed the fixed-term deposit rate plus four points, which is the corporate loan rate offered by the national bank or, in development financing terms, the amount financed with external resources (from, for example, Financiera de Desarrollo Territorial [Territorial Development Finance Company] (FINDETER) and other intermediate financial institutions). The income will be used to establish a revolving fund for loans to other cities.

g. Technical-assistance component (US\$3 million)

- 2.19 Since one objective of the project is to facilitate the exchange of successful experiences for replication in other cities, the program will include a technical-assistance component which will be used to help evaluate and monitor the financed activities and to conduct forums several times each year at which city representatives can discuss and exchange their experiences. The funds also will be used to finance, on a nonreimbursable basis, consulting services to evaluate results or resolve specific problems that arise during the implementation of the project. An example of such an exchange is the initiative by the Deputy Minister for Youth to apply at the national level the lessons learned in a successful project implemented in Bogotá to prevent alcohol consumption by young people.
- 2.20 The National Technical Committee will evaluate the cities' proposals and convene the forums and may also allocate resources to carry out relevant activities or evaluate those that could potentially be replicated in other cities, by subcontracting with nongovernmental organizations or other civil society organizations with broad experience in matters relating to the program's objectives.

2. Municipal subprogram (US\$61.6 million)

- 2.21 The objectives of the municipal subprogram will be met by supporting initiatives proposed by the cities themselves or activities devised jointly by the cities and the business sector or civil society organizations (CSOs). The proposed initiatives may either be new undertakings or successful activities which have already been launched. In view of their greater management capacity and size, Bogotá, Cali and Medellín will borrow directly from IDB; accordingly, each of them will sign a contract, to be guaranteed by the national government, directly with the Bank. As noted in

^{19/} Interest, fees and exchange risk incurred by the government vis-à-vis IDB plus administrative costs relating to the line of credit with FONADE. The specific terms and conditions of subloans will be set forth in the program Operating Regulations.

chapter I, these cities already have begun to implement various types of activities.

- 2.22 Since each city has selected the activities most suited to its requirements and preferences and best adapted to the circumstances and characteristics unique to each locality, the cities are not expected to implement identical programs, nor will these include the same components. To introduce more flexibility into program execution, the cities will be able to make changes when reviewing annual work plans, provided that the general outlines of the program remain unaltered. In order to illustrate the diverse activities which the cities have proposed, they may be classified in the generic categories described below.

a. Establishment of local crime reporting programs
(US\$5.2 million)

- 2.23 This component will finance activities to develop or strengthen reporting stations or monitoring systems concerning major crimes (including homicide, kidnapping, automobile theft, traffic accidents and domestic violence) which will periodically provide local authorities with adequate, reliable and timely data to enable them to monitor and implement policies concerning peaceful coexistence and security. An interagency technical committee will be established to ensure coordination with national institutions (INMLCF, the Police, MJD).

b. Programs for youth, youthful offenders and at-risk youth
(US\$16.9 million)

- 2.24 This component will finance various types of activities: some will focus on early prevention at home and at school; others will target children and youth by providing educational opportunities, recreational facilities, training and jobs; and, lastly, other projects, designed to facilitate the reintegration and rehabilitation of youthful offenders, will elaborate special standards and consider alternatives to traditional commitment centers.

c. Programs to make the judicial system more accessible
(US\$14.4 million)

- 2.25 This component will support the development of mechanisms to improve the functioning and administration of justice through programs to make the judicial system more accessible and to improve access to justice through the establishment or strengthening of: (a) municipal agencies before which citizens can bring their claims or complaints; these are institutions within the executive departments of municipal governments and are known in Colombia as police inspectorates; (b) family commissioner's offices and support for networks to combat domestic violence; (c) conflict conciliation and mediation centers; (d) legal-aid offices operated by

universities and (e) establishment of houses of justice in marginal areas; these are centers which assist victims, provide citizen support and, in addition to the entities mentioned earlier, bring together and coordinate the activities of the office of the Attorney-General, the office of the citizen's advocate and providers of forensic medicine services.

d. Citizen education (US\$8.8 million)

- 2.26 This component will finance educational activities at the local level concerning the benefits of resolving conflicts peacefully and complying with traffic regulations, the use of public spaces, the need to control the bearing of arms, building mutual respect between spouses, and discrimination on grounds of gender, race or social standing. ^{20/} This component will reinforce at the local level activities which are being carried out nationally.

e. Strengthening the police and improving relations with the community (US\$4.9 million)

- 2.27 This component will support local programs to strengthen the police by: (a) improving relations with the community by encouraging compliance with standards for peaceful coexistence and respect for human rights and (b) establishing mechanisms to improve relations between the police, judicial authorities, civil authorities and the community. In summary, the objective is to transform the culture of the police force and improve training for law enforcement officers in order to make them more effective as public servants, and to modernize and promote the professional development of the police force.

f. Institutional strengthening of executive departments of municipal governments (US\$1.9 million)

- 2.28 This component will provide institutional support to the executive departments of municipal governments, which are responsible for designing policies on, and implementing or coordinating, the implementation of activities to promote security and peaceful coexistence, in conjunction with various municipal government departments. The project will finance consulting services to design, modify or evaluate organizational structures and present proposals to improve program coordination and efficiency.

^{20/} Statistical data indicate that over one-third of homicide victims were drunk at the time of their deaths, that 80% of homicides are committed with firearms, and that pedestrians account for two-thirds of traffic fatalities.

g. Establishment of citizens' watch committees (US\$2.8 million)

- 2.29 This component will finance activities to involve civil society - through the establishment or strengthening of citizens' watch committees - in the design, implementation, monitoring and evaluation of the proposed programs. The citizens' watch committees will complement activities which some cities, with the cooperation of the business sector, are already carrying out, by supporting the municipal initiatives with financial and human resources.

C. Cost and financing of the program

1. National subprogram

- 2.30 The total cost of the national subprogram has been estimated at the equivalent of US\$34 million, of which the Bank will lend US\$20 million drawn on the ordinary capital; the Government of Colombia will provide the equivalent of US\$14 million. Table II-1 provides a breakdown of the subprogram's categories.
- 2.31 The local counterpart contribution will be distributed among the budgets of the national executing agencies and the DNP. Given the operation's modest size, the borrower is not expected to have any difficulty providing funds in a timely manner. In addition, participating cities which draw on the line of credit from FONADE will be responsible for contributing the counterpart funds in a proportion of 60% loan and 40% own funds.

Table II-1
COSTS OF THE NATIONAL SUBPROGRAM
(in thousands of US\$ equivalents)

CATEGORIES	IDB OC	LOCAL	TOTAL	% OF TOTAL
1. Information systems <i>a/</i>	4,000	2,000	6,000	17.6
2. Assistance to MJD	2,300	300	2,600	7.6
3. National Police education	2,000	2,000	4,000	11.7
4. Research program	1,000	500	1,500	4.4
5. Communications strategy	300		300	0.8
6. Technical assistance	2,600		2,600	7.6
7. FONADE line of credit	7,000	6,050	13,050	38.3
8. Promotion, administration and monitoring	400	600	1,000	2.9
Subtotal	19,600	11,450	31,050	
9. Contingencies	200	2,550	2,750	8.0
10. Financing costs	200		200	0.5
Total	20,000	14,000	34,000	100
Percentage by source	60	40		

a/ Includes components for INMLCF (US\$2.3 million), the National Police (US\$1.0 million), MJD (US\$0.3 million) and DANE (US\$0.4 million).

2. Municipal subprogram

- 2.32 The total cost of the municipal subprogram will be the equivalent of US\$61.6 million, of which the Bank will provide US\$37 million drawn on the ordinary capital. Bogotá will receive US\$10 million, Medellín US\$15 million, and Cali US\$12 million. Their respective counterpart contributions will be US\$6.6 million, US\$10 million and US\$8 million.
- 2.33 The scale of the programs for each city reflects perceived needs and, in large measure, the activities which they have already launched using their own resources; accordingly, none of these cities is expected to have difficulty making contributions. Moreover, all three of them have demonstrated that they are capable of implementing and managing projects of this type.
- 2.34 A historic analysis of the three cities shows that during the period 1995-1997 Bogotá earmarked an annual average of US\$11 million in own funds for peaceful coexistence and citizen security programs. During the same period, Medellín and Cali allocated amounts averaging US\$11 million and US\$9 million, respectively, in own funds for the same activities.
- 2.35 Tables II-2, II-3 and II-4 below set out the costs for each municipal subprogram and the projects which Bogotá, Cali and Medellín have selected for the program. 21/

Table II-2
BOGOTÁ SUBPROGRAM COSTS
(in thousands of US\$ equivalent)

CATEGORIES	IDB OC	LOCAL	TOTAL	% OF TOTAL
1. Crime reporting stations	1,700	1,200	2,900	17.4
2. Programs to make the judicial system more accessible	1,800	1,200	3,000	18.0
3. Metropolitan police education program	1,200	800	2,000	12.0
4. Program for at-risk youth and rehabilitation	4,100	1,500	5,600	33.6
5. Education programs (alcohol abuse prevention)	600	400	1,000	6.0
6. Administration and supervision	400	270	670	4.0
Subtotal	9,800	5,370	15,170	
7. Financing costs	200		100	0.6
8. Contingencies	100	1,296	1,396	8.4
Total	10,000	6,666	16,666	100
Percentage by source	60	40		

21/ The amounts and categories included in the tables could be adjusted or changed during execution through a review of AWP's.

Table II-3
MEDELLÍN PROGRAM COSTS
(in thousands of US\$ equivalent)

CATEGORIES	IDB OC	LOCAL	TOTAL	% OF TOTAL
1. Violence reporting stations	720	480	1,200	4.8
2. Programs to make the judicial system more accessible	4,800	2,800	7,600	30.4
3. Youthful offenders and at-risk youth	4,560	2,640	7,200	28.8
4. Education and the communications media	2,700	1,800	4,500	18.0
5. Institution-strengthening	420	280	700	2.8
6. Administration and citizen watch	1,000	700	1,700	6.8
Subtotal	14,200	8,700	22,900	92.0
7. Contingencies	650	1,300	1,950	7.8
8. Inspection and supervision costs	150	0	150	0.6
Total	15,000	10,000	25,000	100

Table II-4
CALI SUBPROGRAM COSTS
(in thousands of US\$ equivalent)

CATEGORIES	IDB OC	LOCAL	TOTAL	% OF TOTAL
1. Crime reporting stations	660	240	900	5.5
2. Access to justice	2,400	2,070	4,470	19.0
3. Metropolitan police education	600	1,300	900	4.5
4. Education and the communications media	1,380	2,000	3,380	16.9
5. Youthful offenders and at-risk youth	3,000	1,180	4,180	20.9
6. Institution-strengthening DESEPAZ and executive department	2,800	480	3,280	16.4
7. Administration and supervision	540	375	915	4.5
Subtotal	11,380	6,645	18,025	
8. Contingencies	500	1,355	1,855	9.2
9. Financing costs	120		120	9.1
Total	12,000	8,000	20,000	100
Percentage by source	60	40		

- 2.36 Since the recently installed municipalities of Medellín and Cali have requested increases of US\$5 million and US\$2 million, respectively, which are not reflected in the COMPES document approved by the Cabinet, the guarantee authorized by the nation at present is only US\$10 million for each municipality. Accordingly, the loan contracts to be signed with the Bank initially by Medellín and Cali will be for US\$10 million each. It is recommended that the Board of Executive Directors approve separate resolutions for up to US\$15 million and US\$12 million to enable the Bank to sign contracts increasing the loans by the remaining US\$5 million and

US\$2 million respectively, once the internal procedure to increase the guarantees has been completed. 22/

- 2.37 If these increases do not materialize, the counterpart funds for Medellín and Cali would be raised by US\$5 million and US\$2 million, respectively, to complete the financing for all investment categories covered in the cost tables.

22/ The Capital District of Bogotá is in the process of having the overall investment plan approved by the Municipal Council. That plan contains a provision for indebtedness of US\$10 million. Prior to contract signing, Bogotá will need to provide satisfactory evidence of such approval.

III. INSTITUTIONAL FRAMEWORK AND PROGRAM IMPLEMENTATION

A. Introduction

- 3.1 The program includes components in various sectors to be carried out by various local authorities and by national agencies, so that coordination and supervision at the national and municipal levels will be necessary. This will make three institutional elements vital in the course of execution: interinstitutional coordination, ongoing follow-up, and flexible programming.
- 3.2 To ensure a system of follow-up and evaluation for the various components, a comprehensive system of benchmarks will be set up, to which end the Bank is processing a technical cooperation operation with Japanese funding (TC-97-10-04-8) that is expected to be approved by the end of February 1998. The same funding could be used to carry out several of the national and municipal components included in this program. The logical framework for the two subprograms, containing a tentative list of benchmarks, is presented in Annex III-4. 23/
- 3.3 With respect to flexible programming, the program has been designed in such a way that the actions included for the first 12 to 18 months are specified with a certain level of accuracy as the program begins. During this time, the actions to be carried out in the months following the loan effective date are to be specified, which will require a major follow-up process during year one.
- 3.4 To facilitate interinstitutional coordination, several levels and committees have been created and are described below.

B. Institutional framework

1. National subprogram

a. Borrower and executing agency

- 3.5 The borrower for the **national subprogram** will be the Republic of Colombia. The National Planning Department (DNP) will be responsible for supervising the different components to be implemented by various national entities (including FONADE, COLCIENCIAS, MJD and INMLCF). DNP has established a **national coordinating unit** (NCU) within the Regional and Urban Planning Unit (UPRU), which will receive technical support from the Justice and Security Unit. The NCU will prepare reports, submit requests for

23/ Once the follow-up system to be financed under the technical cooperation is complete, the tentative benchmarks included in the logical framework will be reviewed.

disbursements, and discharge general coordination tasks (see organization chart in Annex III-1). DNP and the Bank have agreed on the structure of the unit and this will be reflected in the loan contract.

b. Organization of the national program

- 3.6 The following organizations will participate in the implementation of the program: (a) the **National Technical Committee (NTC)** comprising representatives of civil society, municipal governments, academic institutions, COLCIENCIAS and other national institutions; (b) **FONADE**, a public financial institution (a State industrial and commercial enterprise) which is empowered to administer resources from the national budget and external sources, provide loans, administer loan portfolios, and engage in direct contracting; (c) **the municipalities**, which will be responsible for designing, evaluating and implementing municipal projects and will be the channel for technical-assistance funds and resources from the line of credit administered by FONADE; (d) **civil society organizations (CSOs)**, such as nongovernmental organizations, consulting firms and academic institutions, including the Corporation for Excellence in Justice (CEJ), PROANTIOQUIA and the El Valle Business Committee; (e) **COLCIENCIAS**, which will implement the research component; and (f) **national executing agencies**, which will have direct responsibility for the activities to be financed under the program: the Ministry of Justice, INMLCF, COLCIENCIAS and the National Police.

2. Municipal subprogram

a. Guarantee contracts

- 3.7 The Republic of Colombia will guarantee the loans to municipalities. However, the sovereign guarantee will cover only repayment of the loan, including interest and fees but not the local contribution or obligations not falling within the legal purview of the national government. Also, the sovereign guarantee granted to the Capital District of Santafé de Bogotá and to the municipalities of Santiago de Cali and Medellín will not include the obligation to make the local counterpart contributions or to take all steps necessary to fulfill conditions precedent to first disbursement under each of the contracts between the Bank and the municipalities. This is considered a justifiable exception to Bank policy, since municipalities in Colombia receive automatic transfers from various sources pursuant to the Constitution, giving them access to own funds for their municipal budgets. Also, as indicated in chapter II, each city has been investing an average of at least US\$10 million annually in recent years in the areas of security and peaceful coexistence (see paragraph 2.34).
- 3.8 In order to grant a guarantee to the municipalities, the government through the Ministry of Finance, performed a thorough analysis of

the financial position of each municipality. This analysis is based on the parameters set forth in the Subnational Indebtedness Act of 1997, which was designed to ensure macroeconomic stability by imposing restrictions on debt incurred by subnational entities.

- 3.9 The Act sets forth two basic parameters: operating savings and debt levels, for which ceilings are determined above which the cities are not allowed to incur debt unless they undertake a performance plan jointly agreed upon with the Ministry of Finance. Bogotá and Medellín are well within the guidelines permitted. However, Cali has exceeded the operating savings parameter after having recently taken on debt for subway construction, and has therefore signed a performance agreement with the Ministry of Finance authorizing it to undertake the Bank loan.

b. Borrower and executing agencies

- 3.10 The borrowers under the **municipal subprogram** will be the cities of Bogotá, Cali and Medellín, each of which will sign a separate loan agreement with the Bank to be guaranteed by the national government. The executive departments, through a **municipal coordinating unit (MCU)** which will serve as executive manager, will ensure that the projects meet established guidelines and policies, and will monitor projects, prepare reports, submit loans disbursement requests and discharge other tasks. The basic structure of the MCUs agreed to with the cities will be reflected in the contract which each city will sign with the Bank (see the organization chart in Annex III-3).

c. Organization of municipal programs

- 3.11 The agencies which will participate at the municipal level are: (a) a **committee on security and peaceful coexistence (CSCC)** which will be presided over by the mayor or his deputy and will consist of public entities (such as the municipal departmental offices, the local police, the local office of INCMLCF, and representatives of CSOs); (b) **ad hoc technical subcommittees** comprising representatives from the municipal government and civil society with expertise in the specific matters being dealt with; (c) **civil society organizations (CSOs)** and (d) **municipal executing agencies**, including DESEPAZ, the executive departments of municipal governments, and family welfare and educational organizations, which will implement the components of the subprogram.

C. Responsibilities of the entities participating in the national subprogram

- 3.12 The **National Technical Committee (NTC)**, which will be chaired by DNP, will be responsible for managing and ensuring the integrity of the program; it will establish general policies and objectives for the projects, the use of technical assistance funds, parameters for

monitoring and evaluation), and will approve the annual work programs (AWPs) and annual implementation reports (see Annex III-1).

- 3.13 The **national coordinating unit (NCU)** will have the following functions: (a) at the national level, to coordinate the project's primary activities relating to the dissemination of information, monitoring and evaluation; (b) to provide technical program support, serving as the technical secretariat of NTC; (c) to review terms of reference, AWPs, and the details of project investments; (d) to present to FONADE all relevant information for contracting and procurement for national executing agencies; and (e) to submit all reports to the Bank and the appropriate national authorities. These procedures will form part of the operating regulations of the national subprogram.
- 3.14 **FONADE** will be responsible for the financial management of the resources of the subprogram and, in coordination with DNP, will administer the program budgets prepared by the other entities; the budget administration process will be flexible and dynamic, since it will not be necessary to shift resources among the various agencies (a process which takes six months and requires one year's advance notice). FONADE also will administer funds under the technical assistance and the line of credit established for municipalities. FONADE will collect a fee for administering the resources of the technical-assistance fund; its fee for administering the portfolio relating to the line of credit will be added to the cost of the subloans which it provides to these towns. DNP and FONADE will establish the fee for these services as well as for administering the technical-assistance component; these will be reflected in the program's operating regulations. FONADE has been selected because it specializes in contracting consulting services and in goods procurement and can make direct loans to subnational entities, unlike FINDETER which specializes in financing municipal infrastructure works and operates as a second-tier institution, using financial institutions to channel resources. Also, given the unconventional nature of the projects, banks are not expected to be interested in taking on the risk for these investments, which involve innovative projects thus far unfamiliar to commercial banks.
- 3.15 **COLCIENCIAS** will implement the research component of the program. This organization, which is the public institution responsible for promoting and financing activities in the field of science and technology, is well known to the IDB, and is in turn familiar with the responsibilities involved in implementing IDB projects and programs.

D. Responsibilities of entities participating in the municipal subprogram

- 3.16 The major responsibility of the **committees on security and peaceful coexistence (CSCCs)** to be established in each city will be to define the strategies, policies and features of the program which they will implement to promote peaceful coexistence and citizen security. These committees, as well as the National Technical Committee, will define the priorities for the use of loan and technical-assistance resources.
- 3.17 The **municipal coordinating units** will be responsible for monitoring the municipal components of the projects and for coordination, evaluation and information activities relating to the program, and will also serve as the technical secretariats for the CSCCs. In addition, they and the CSCCs will determine the eligibility of the municipal executing agencies. Each unit will consist of a coordinator, two technical analysts, a financial officer, and an assistant. Monitoring and logistical support will be provided by the executive departments of the municipal governments, which is where the MCUs will be situated.
- 3.18 The **ad hoc technical subcommittees** will provide technical assistance to the CSCCs and the municipal coordinating units on technical matters relating to specific areas. ^{24/} It will be up to each city to determine the makeup of the ad hoc subcommittees.
- 3.19 The **municipal executing agencies**, which will be responsible for implementing the municipal projects, may be public or private (i.e., municipal departments or CSOs). To be considered, they must meet the criteria - to be defined in the operating regulations - established by each city CCCC.

E. Program execution

1. National projects to be implemented by national executing agencies

- 3.20 The implementation of the investment components of the subprogram will be coordinated by DNP through the NCU, which will submit relevant information to FONADE so that the latter can hire consultants or purchase materials. COLCIENCIAS will invite bids to conduct the research projects. The NCU, in coordination with each

^{24/} For example, as regards the administration of justice, the Corporation for Excellence in Justice (CEJ) has conducted considerable research on conflict resolution at the municipal level; Universidad del Valle, working through CISALVA, has implemented youth resocialization programs.

national executing agency (including INMLCF and the police), will review the terms of reference and proposed purchases and perform similar tasks.

2. The FONADE line of credit

- 3.21 FONADE will administer the line of credit independently, taking into account the cost of the Bank funds and acting in strict compliance with established financial regulations and the agency's own policies. Cities which receive funds from FONADE must meet the financial requirements established by FONADE, their proposed activities and attendant technical and administrative arrangements must be approved by NTC and the NCU, and they must agree to report on the outcome of their projects.
- 3.22 Towns will not be required to request funds from FONADE for each individual activity. They may apply to FONADE for a line of credit covering their anticipated needs over a one- to four-year period. The relevant procedures will be set out in the program's operating regulations, which will specify the time periods, the grace period and other terms and conditions.

3. Technical-assistance component

- 3.23 Technical-assistance resources will be used for monitoring, evaluation and information activities associated with the program. The component will be administered by FONADE which, in accordance with the terms of reference established by NTC and NCU coordination, will allocate resources for the various activities planned. It is anticipated that FONADE will hire outside consultants to perform the evaluation work.

4. Operating regulations

- 3.24 The program will have two types of operating regulations, one for each subprogram. The effectiveness of the two sets of regulations agreed upon by the Bank and the NCU, in the case of the national subprogram; and between the Bank, the NCU, and the municipal coordinating units, for the municipal subprogram; will be a condition precedent to loan disbursement. The operating regulations will spell out the following: (a) priorities regarding the types of projects to be financed; (b) eligibility criteria for participating executing agencies; (c) evaluation and monitoring parameters; (d) the functions and structure of the NTC, the CSC, and the national and municipal coordinating units, as well as interinstitutional relations between these and executing agencies; (e) operating regulations for the FONADE line of credit and for technical-assistance funds; and (f) rules and procedures concerning such matters as the hiring of consultants, purchasing and audits.

F. Execution period

- 3.25 The execution period will be 48 months as from the entry into force of the loan contracts and will be disbursed over a period not exceeding 54 months as from the same date. The FONADE line of credit will have a commitment period of 36 months and a disbursement period of 48 months. Pursuant to the implementation schedules for the subprograms, Annex III-5 presents the tentative schedules for the disbursement of loan proceeds and local counterpart contributions.

G. Advances and recognition of previous expenditures

- 3.26 It is recommended that an advance equivalent to 5% of the total loan amount be provided. Subsequent disbursements will be paid at the request of the NCU, in the case of the national subprogram, and the MCUs, in the case of the municipal subprogram.
- 3.27 The Bank may recognize, as part of the local counterpart funds, expenses incurred under the project up to the amount of US\$1.5 million in the case of the national subprogram and US\$500,000 in the case of each municipal subprogram, when such expenses were incurred within the six months prior to the loan approval date and provided that requirements similar to those established in the national and municipal operating regulations have been fulfilled.

H. Monitoring, evaluations and progress reports

- 3.28 The NCU, the MCUs and the Bank (CCO and OD5) will hold semiannual meetings for monitoring purposes during the operation's disbursement period. At these meetings, the results achieved will be reported and program progress will be evaluated with a view to proposing any necessary changes to facilitate its implementation. NTC and the Bank will determine whether periodic impact studies should be conducted of those activities on which sufficient data are available, and resources from the technical-assistance component may be used for this purpose.
- 3.29 The NCU and MCUs will prepare the progress reports needed in order to facilitate the periodic meetings. Accordingly, semiannual reports will be prepared updating information on the agencies benefiting from the project, the purpose for which resources have been used, and the results achieved.

I. Procurement method

- 3.30 For the procurement of goods, works, and related services, international competitive bidding is recommended where the amount equals or exceeds the equivalent of US\$350,000 for procurement and US\$1 million for works. For the procurement of consulting services, the threshold amount is US\$200,000. For any purchases

below these threshold amounts, the provision of national legislation will prevail.

- 3.31 Pursuant to local legislation, goods should be procured and consulting services should be arranged in the following manner: through direct contracting where the amount is less than 1,000 times the minimum wage (the current minimum wage is approximately US\$170); competitive bidding where the amount exceeds 1,000 times the minimum wage.
- 3.32 Once approval has been given, the process of procuring goods and hiring consultant services may proceed using program resources, and expenses may be applied thereto, provided that Bank-approved procedures have been followed. In accordance with Bank policy, ex post evaluations audits will be conducted in respect of procured goods and services amounting to US\$350,000 or less, or the equivalent in Colombian currency. Annex III-6 presents a tentative procurement schedule.

J. External audits

- 3.33 Financial statements of the subprograms - audited by an independent public accounting firm acceptable to the Bank - covering the period of their implementation must be submitted to the Bank annually throughout the life of the loan.

K. Final review

- 3.34 Since periodic evaluations will be conducted throughout execution at the discretion of NTC and the Bank using technical-assistance funds, there are no plans for a final review of the programs.

IV. BENEFITS AND RISKS

A. Program viability

- 4.1 **Innovative character.** The proposed program provides the Bank with an excellent opportunity to become involved in new areas of activity which, in addition to being high priorities for the countries, are consistent with the mandates of the Eighth Replenishment. The novel and innovative nature of the operation once again highlights the pioneering spirit which has characterized the Bank for three decades. The program's successful implementation can establish important precedents, not only for Colombia but also for other countries of the region which have had to contend with eroding confidence in their institutions and which have suffered the devastating effects of various forms of violence, particularly among low-income groups.
- 4.2 The provision of financing through direct loans to three Colombian cities represents a landmark in relations between IDB and local governments. With this type of loan, program implementation can proceed in a decentralized manner, thereby reducing the danger that delays occasioned by a central bureaucracy might slow down the process; this type of loan also will generate a greater sense of ownership of the projects among those involved. For example, because this operation is decentralized, there is no need to be concerned that restrictions on disbursements imposed by national policies (annual treasury arrangements) will interfere with project implementation. It is also hoped that the cities will feel a sense of healthy rivalry and try to outdo one another in striving to implement effective programs yielding excellent results.
- 4.3 **Positive previous experience.** Although the Bank has not previously supported multisectoral projects of this type dealing with peaceful coexistence and citizen security, the proposed program will not be starting from scratch, since it is intended to support existing initiatives in the cities in question which will therefore form the foundation on which the Bank will focus its support. Available data indicate that Bogotá, Cali and Medellín, cities which have implemented civic education, crime watch, and youth resocialization programs, have managed to reverse the increase in their levels of violence and crime. However, other cities which did not take action experienced increased homicide rates during this same period. These findings have very forcefully impressed the public and governments with the value of taking action in this area.
- 4.4 **Institutional viability.** The cities which will participate in the program - Bogotá, Medellín and Cali - are the largest in Colombia, have considerable experience implementing projects, and can draw on a pool of people with recognized skills. In addition, the executive departments of their governments are already responsible

for programs to support security and peaceful coexistence, and these will be strengthened by the loan resources. Cali, for example, has a municipal entity, DESEPAZ, which has successfully implemented a number of projects to enhance community harmony which have received international recognition. ^{25/} Medellín has established the Consejería de Paz y Convivencia [Executive Department for Peace and Peaceful Coexistence] which has been very successful in implementing programs to rehabilitate youth from low-income areas. Bogotá, for its part, has been offering education programs on community harmony through the Instituto Distrital de Cultura y Turismo [District Institute for Culture and Tourism] and the Unidad Coordinadora de Prevención Integral [Coordinating Unit for Comprehensive Crime Prevention]. At the national level, the program will work closely with national institutions such as COLCIENCIAS and FONADE, which have considerable experience implementing Bank projects. In addition, FONADE has the autonomy to apply more flexible procedures than those traditionally followed in the public sector.

- 4.5 **Financial viability.** In order to determine the financial viability and debt capacity of the cities, an evaluation was carried out the parameters of which are set out in Law 358/97 on Subnational Indebtedness. This study showed that, based on the parameters of operational savings and outstanding debt, Bogotá and Medellín can assume a sizable amount of debt. With regard to Cali, since the city assumed substantial debt in order to build its subway system, it was required to sign a performance agreement with the Ministry of Finance in November 1996 because it did not meet the operational savings criterion. The agreement, which has been ratified by the current government, authorizes the city to commit to a Bank loan providing disbursements of up to US\$2.5 million during 1998. In the light of the studies carried out, the national government agreed to act as guarantor for these three cities.
- 4.6 **Sustainability of the program.** Program sustainability is partially assured by virtue of the fact that a number of the activities to be financed are already components of municipal investment plans and are reflected in the cities' respective budgets. The principal value added by Bank participation lies in its capacity to enhance the efficiency and effectiveness of the activities, adding scientific precision to the design, evaluation and monitoring processes, as well as improved interagency coordination, since many of the activities are already underway and will continue after the program has ended (see paragraphs 2.34 and 3.7).

^{25/} See *World Development Report*, 1997

B. Benefits

1. Social impact

- 4.7 **Women as program beneficiaries.** Several components of the program promote the well-being of Colombian women. The national subprogram includes a component which will assist the Ministry of Justice in strengthening family support centers, houses of justice and conciliation mechanisms. A program providing citizen education for communities will offer courses which will include a component on intrafamily violence against women, children and the elderly, the objective being to counteract stereotypes and myths concerning violent behavior in the home. The national subprogram also calls for the preparation of a national study on the prevalence of risk factors for, and the consequences of, domestic violence in Colombia. This study should facilitate the design of projects in this area. Also at the national level, the program anticipates the elaboration of a national communications strategy to prevent violence and women and children are expected to be the primary beneficiaries.
- 4.8 Both subprograms envisage activities to strengthen the police, and one of the national projects under the education component for law enforcement officers will focus on eliminating domestic violence in the families of police officers. This project is very significant because, in addition to its valuable demonstrative effect, evidence suggests that domestic violence rates are higher in households of law enforcement officers than is the case for the rest of the population.
- 4.9 In addition, the municipal subprogram will benefit the family commissioner's offices, since Bogotá, Cali and Medellín, as well as other cities, have pledged to devote substantial resources to strengthening these offices. Moreover, under the program, coordination will be strengthened between these offices and the Colombian Institute for Family Welfare (ICBF) in order to improve the efficiency and effectiveness of the safety net to combat family violence provided by the joint efforts of city governments, the national government and nongovernmental organizations.
- 4.10 **Low-income beneficiaries.** A number of the program's components target low-income persons. As noted in chapter I, homicide rates are higher among the lower socioeconomic groups, and they will benefit the most from this standpoint. Although recent studies indicate that there are more violent assaults upon people in the higher economic brackets, such assaults have a proportionately

greater economic impact on people in the lower economic brackets. 26/

- 4.11 The houses of justice offer persons of limited means a viable alternative given the limited access to justice in marginal shantytowns which are experiencing rapid growth and a high level of conflict and impunity. For example, the Cali house of justice is located in the Aguablanca district, which comprises eight communes divided into 42 normal shantytowns and others which are subnormal. The 69,600 dwellings are classified in socioeconomic levels 1 and 2 and some of them are at level 0, circumstances which place the shantytowns in conditions of extreme poverty. 27/ The district is populated by displaced persons who arrived during the 1980s in the wake of the natural disasters which struck Colombia as well as urban and rural violence. According to official figures, in 1997 nearly 60% of the population of the district of Aguablanca was below 35 years of age, and an average of 8% of the population was illiterate. A number of guerrilla groups, which encourage the creation of popular militias, are known to be located in this part of the city, and it is estimated that nearly 60% of the gangs in Cali are found in this district.
- 4.12 The Bogotá house of justice is located in Ciudad Bolívar, considered one of the poorest human settlements on the continent. According to official statistics, the population was 257,000 in 1995 and 406,000 in 1997, although unofficial estimates put the figure at 1 million persons; one third of these people lack the basic necessities of life. The area's illiteracy and truancy rates are the highest in Bogotá, at 7.3% and 15.4%, respectively; 35% of dwellings have no legal water supply hookup and 48% have no sanitation facilities. According to official sources, the breakdown of the population is as follows: level 1: 4.2%; level 2: 95.7%; and level 3: 0.02%.
- 4.13 Accordingly, the Bank's Management considers this program to be consistent with the objectives of poverty reduction and increased social equity, as provided for in paragraphs 2.15 and 2.13 of the report on the Eighth Replenishment (document AB-1704).

26/ Cuellar, María Mercedes (1997) "Valores y Capital Social en Colombia" ["Values and Social Capital in Colombia"], Bogotá: Corporación Porvenir y Externado de Colombia.

27/ Socioeconomic stratification is not a measure of income, but rather is based on dwelling size and conditions, and includes six categories: (1) extremely low; (2) low; (3) medium-low; (4) medium; (5) medium-high; (6) high; however, there is a high correlation between these strata and levels of income. See C. E. Vélez (1996), "Gasto Social y Desigualdad" ["Social Spending and Inequality"].

2. Impact on Colombian governance

- 4.14 **Reducing congestion in the judicial system.** One of the important benefits which it is hoped the program will bring is to clear up the backlog plaguing the judicial system. The program will support alternative mechanisms for dispute resolution (including houses of justice and conciliation centers), which represent a viable means of reducing the high levels of impunity which have driven citizens to resort to solutions outside the law which are generally violent in nature. The operation thus will help to restore confidence in the system and bring positive results. There were nearly 600 fewer homicides in Cali in 1997 than there were in 1994. Besides indicating a major decline in terms of social costs, this reduction represents a significant decrease in the number of homicide cases processed by the judicial system. A similar pattern is evident with respect to other crimes.
- 4.15 **Restoring credibility and trust in government.** If the expected results continue to materialize, citizens will regain trust in the police and the judicial system, and this element of trust is crucial to governance, now in jeopardy. Similarly, if civil society has taken an active role in the process, it will be able to develop a sense of personal accomplishment which will prove very valuable for the sustainability of future activities.

3. Economic impact

- 4.16 As was noted in chapter I, the most direct and visible effect of violence is its redistributive character. The most vulnerable population groups (young men from the lowest socioeconomic strata, in the case of urban violence; and women and children, in the case of domestic violence) stand to benefit most from the program.

4. Participation of civil society

- 4.17 An important component of this operation is the active participation of civil society, which has been involved from the project design stage, and it will continue to be involved as monitor during the execution phase of the process. This participation ensures that resources will be utilized in the intended manner and will ensure program continuity under future administrations. During the preparation phase, the Bank held four meetings in Bogotá, Cali and Medellín with representatives of local governments and CSOs (including PROANTIOQUIA, the El Valle Business Committee, and the Corporation for Excellence in Justice) during which frank discussions were held concerning priorities for action, execution modalities and related matters. In addition, in December 1997 a public workshop was held to introduce the program, with the participation of the communications media, CSOs, universities and municipal governments. The primary objective of the workshop was to enable the cities to introduce their programs

and involve the newly elected municipal authorities in the process. International experts knowledgeable in the field and Colombian specialists also were invited to comment on the operation.

C. Risks

1. Loss of support for the program

- 4.18 Preparations for this operation began during the tenure of municipal governments which left office in December 1997 and during the tenure of the national government which will leave office in August 1998. The enthusiastic and strong support of the new administrations is essential to the sustainability of these projects throughout the life of the loan. Although the national and municipal counterpart contributions are guaranteed through 1998, similar contributions for future years will depend on the level of support demonstrated by the authorities then in office. Municipal governments conceivably might lose interest in the operation. However, since this program essentially will be supporting initiatives which are already under way, it would appear that the governments' support will be forthcoming. Moreover, the fact that the national government is planning to carry out a number of activities (some direct and some indirect) to assist the cities will strengthen support for the operation.

2. Lack of experience on the part of DNP

- 4.19 Never before has DNP been called upon to coordinate such a broad range of activities and the experience to ensure such coordination therefore is lacking. The proposed projects comprise a group of activities in different sectors, and it is essential that there be a focal point with the determination to see them through, at both the national and municipal levels. In the absence of such a will and unifying entity, there is a danger that the projects will be fragmented or only partially implemented. In order to avoid this risk, the program includes a proposal to establish several coordinating bodies (the NCU and the MCUs), as well as the National Technical Committee and committees on security and peaceful coexistence.

3. External impacts on the program

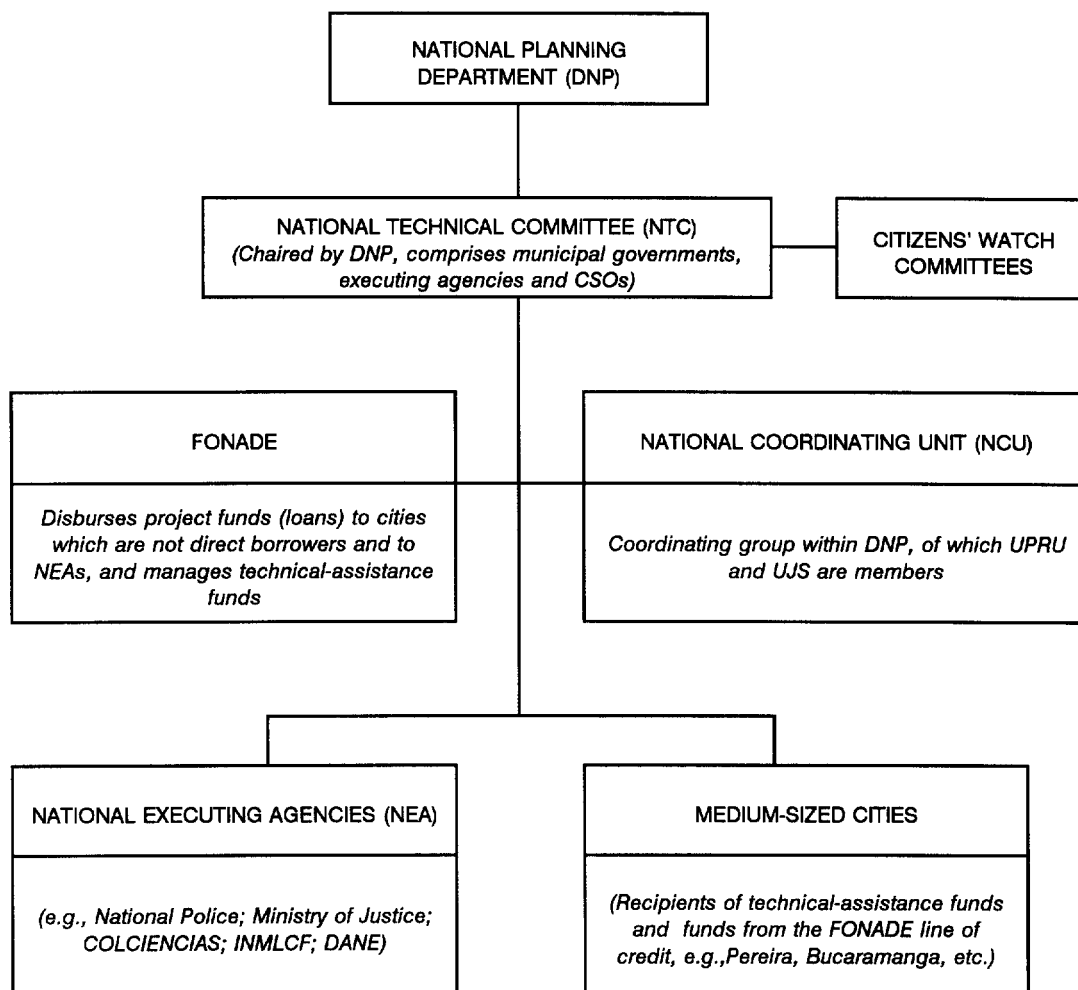
- 4.20 Violence and insecurity also are affected by macroeconomic and macrosocial factors over which the activities envisaged for this program have no control. At any given moment, the effects of the structural adjustment which Colombia's economy is undergoing, the negotiations with militant armed groups, and efforts to combat drug trafficking and corruption may neutralize the effect of program activities and of the final results. The results observed in Bogotá, Cali and Medellín, cities in which unemployment has increased substantially in recent years at the same time as homicide rates have dropped substantially, suggest that urban crime

is in large measure relatively immune to such macroeconomic and macrosocial changes and that the program can be expected to yield positive results even in adverse circumstances.

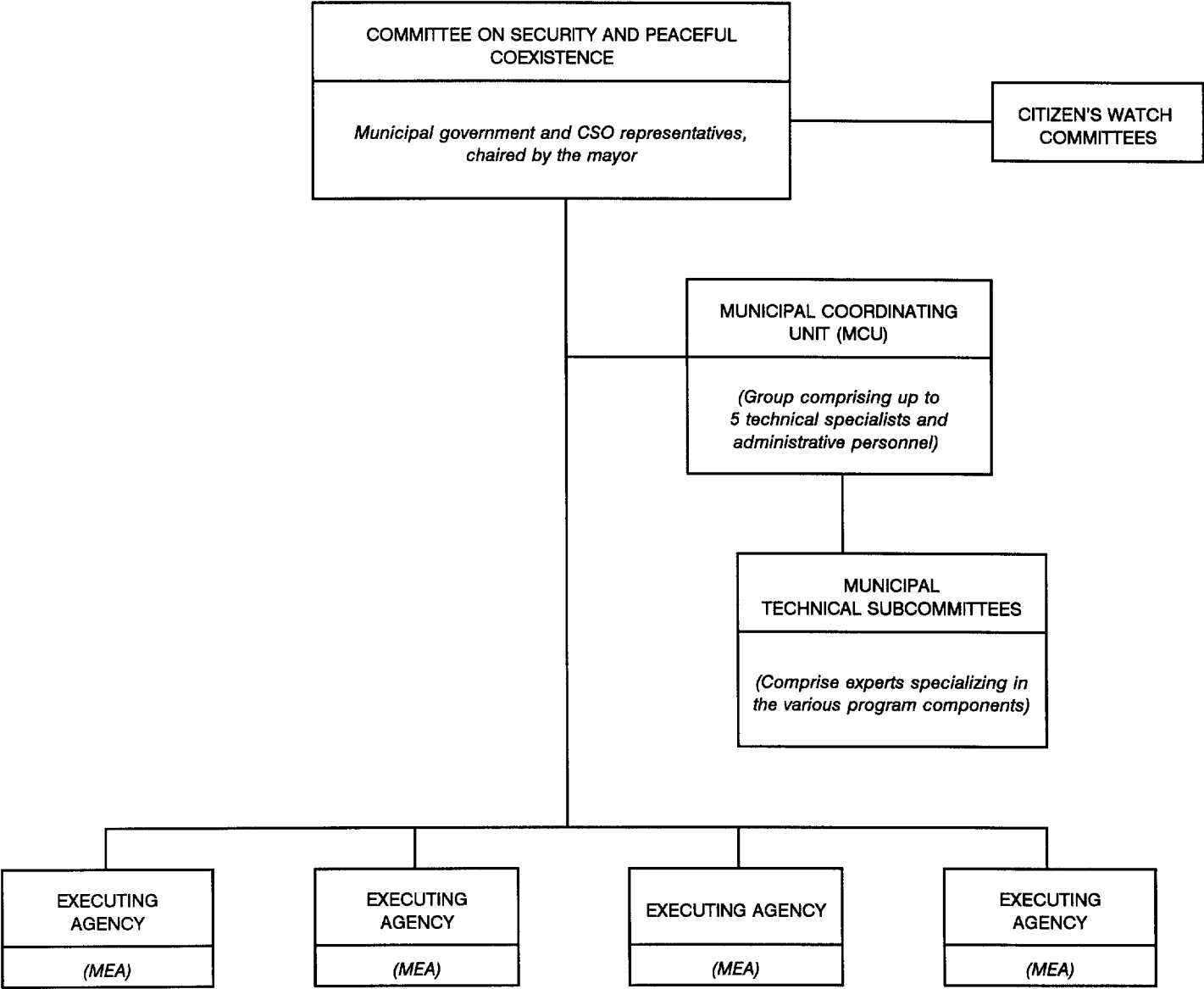
SAMPLE OF CRIMINAL INCIDENTS

MATRIX OF INCIDENTS AND RESPONSIBLE AGENCIES										
December 10, 1997										
Incidents	Agency									
	INMLCF	Police	Pub. Pros.	Public Health	Traffic	ICBF	DANE	Police	DAS	DIAN
1. Homicides	x	x	x						x	
2. Suicides	x	x	x						x	
3. Traffic fatalities	x	x	x	x	x				x	
4. Intentional injuries to persons	x	x	x						x	
5. Injuries sustained in traffic accidents	x	x	x	x	x				x	
6. Bank robberies		x	x						x	
7. Automobile thefts		x	x						x	x
8. Residential burglaries		x	x				x		x	
9. Robberies of persons		x	x				x			
10. Sex crimes	x	x	x			x		x		
11. Accidental fatalities	x	x	x	x						
12. Family violence	x	x	x	x		x			x	
13. Fraud and terrorism			x							
14. Minor incidents		x					x			
15. Intentional use of explosives		x	x						x	
16. Corruption			x							

**PROGRAM TO SUPPORT PEACEFUL COEXISTENCE AND CITIZEN SECURITY
ADMINISTRATIVE ORGANIZATION CHART FOR THE NATIONAL SUBPROGRAM**



PROGRAM TO PROMOTE PEACEFUL COEXISTENCE AND CITIZEN SECURITY
ADMINISTRATIVE ORGANIZATION CHART FOR THE MUNICIPAL SUBPROGRAM



* MEA = Municipal executing agency

PROGRAM IN SUPPORT OF PEACEFUL COEXISTENCE AND CITIZEN SECURITY (CO-0213)
LOGICAL FRAMEWORK
NATIONAL SUBPROGRAM

OBJECTIVES	VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>onal government's efforts to implement a State policy to ensure citizen security by supporting initiate program evaluation, d/or strengthening.</p>	<ol style="list-style-type: none"> 1. Decreased levels of violence and decline in impunity with respect to criminal incidents affecting coexistence and security. 2. Improved access to alternative means for the administration of justice: cases processed and results. 	<ol style="list-style-type: none"> 1. Reliable current statistics on violence provided by crime observations stations and responsible public agencies (National Police, Public Prosecutor's Office, INMLCF, etc.). 2. Records kept by responsible agencies of cases processed and settled peacefully. 	<p>Coordination among agencies responsible for:</p> <ol style="list-style-type: none"> a. Compiling and processing data on criminal incidents. b. Administration of justice. c. Development of policies and programs to promote civic harmony and citizen security.
<p>required at the national level and evaluate the various types of violence in Colombian society and create a policy to address the determinants of violence.</p> <p>authorities in developing policies to promote peaceful coexistence and citizen security.</p>	<ol style="list-style-type: none"> 1. Amount of public and private resources invested in developing programs to: <ol style="list-style-type: none"> (a) improve information sources and (b) design and improve national programs in support of security and coexistence. 2. Number of violence prevention programs and mechanisms used to make the alternative justice system more accessible, and number of agencies involved with improved capabilities in this regard. 3. Number of research studies on the development of State policies concerning security and coexistence. 	<ol style="list-style-type: none"> 1. Official semiannual reports from DNP and the cities participating in the program. 2. Means of verification: <ul style="list-style-type: none"> - Official semiannual reports from DNP and participating cities on the programs and mechanisms established and/or strengthened. - Opinion polls of program beneficiaries evaluating management of the entities and programs improved and/or strengthened. 3. State policy implemented or amended by the government and legislation under discussion or adopted. 	<ol style="list-style-type: none"> 1. The loan serves as a catalyst to mobilize additional resources from the public and private sectors to promote security and civic harmony. 2. National and municipal authorities implement these initiatives and incorporate them into their action plans, ensuring financial and operational sustainability over the medium term. 3. The research findings stimulate the implementation of a State policy and the adoption of legislation to strengthen programs and mechanisms which promote security and civic harmony.

OBJECTIVES	VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
Data on crime improved and	<p>1a. Number of data collection systems in operation (INMLCF, National Police and DANE)</p> <ul style="list-style-type: none"> - Establishment of a sample of criminal incidents - Meetings to establish coordination between the Public Prosecutor's Office, the Judicial Council, ICBF, MJD, INMLCF and DNP <p>1b. Program to support crime census/crime reporting observation stations:</p> <ul style="list-style-type: none"> - Improved data collection on criminal incidents at the local level (hardware purchased and specialized software for each city put in use) - Convening of discussion groups and information sessions with CSOs, and start of training activities 	<p>1. Official reports from participating organizations: DNP, INMLCF, MJD, National Police.</p> <ul style="list-style-type: none"> - Semiannual publication of reports mapping crime patterns by MJD and cities participating in the crime census/crime reporting stations program. 	<p>1. DNP has sufficient capacity to coordinate the activities of the following institutions: INMLCF, National Police, Public Prosecutor's Office, public health control authorities, ICBF, DANE, and DIAN.</p>
Research projects welcomed by concerned with security and civic	<p>2. Number of violence prevention studies completed and laws and/or regulations amended and in force.</p>	<p>2. Discussion groups convened and official research studies and official reports from participating organizations issued.</p>	<p>2. Agencies participating in the project express interest in endorsing and implementing the changes recommended by the studies.</p>

OBJECTIVES	VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
assist the Prevention and Division of the Ministry of	3. Number of functioning violence prevention programs and programs to make the alternative justice system more accessible.	3. Official semiannual reports to the Ministry of Justice.	3. State Office on Crime Prevention interest in evaluating, amending improving assistance programs coordination involving the Ministry of Justice, DNP and the cities.
ct resolution mechanisms program to support houses of ministered conciliation and in equity ct resolution mechanisms	Houses of justice program 3.1 Houses of justice program: <ul style="list-style-type: none"> - Improved administrative legal framework; - Support for a planning, monitoring and evaluation mechanism; - Implementation of computer systems (national applications software updated, training); - Promotion of community participation in houses of justice; - Community education program on the justice system; - Education and training of houses of justice personnel. 3.2 Program on agency-administered conciliation: <ul style="list-style-type: none"> - Evaluation of program's impact; - Selection and training of, and assistance to, conciliators; - Establishment of a monitoring system. 	Opinion polls of beneficiaries of implemented programs.	
ional communications strategy ntion of violence.	4. Number of communications media involved in the program.	4. Official reports from DNP and a study evaluating the program's impact.	4. Media demonstrate willingness participate in forums and apply to improve reporting on violence
educational activities and for rove relations between the he community.	5. Number of law enforcement officers who have taken courses on interpersonal relations, family violence, etc., and results obtained.	5. Reports from the National Police and studies of the training program.	5. The training program will continue the positive impact it had in Bog
nt of funds from FONADE line of dium-sized cities.	6. Number of cities participating in the program and extent to which the financed projects are successful.	6. Official reports from FONADE and monitoring and evaluation reports.	6. FONADE demonstrates capacity implement programs; coordination FONADE and the National Technical Committee.
anical assistance to cities for evaluation and dissemination ncerning coexistence programs.	7. Number of cities participating in the program and extent to which financed projects were successful.	7. Official reports from the National Technical Committee and monitoring and evaluation reports.	7. Regional and Urban Planning Unit of DNP demonstrate implement programs.

**BENCHMARKS
NATIONAL SUBPROGRAM 1/**

ACTIVITIES	Year 1	Year 2	Year 3	Year 4
PROVIDING INFORMATION				
Information	<u>Advance of funds</u> <ul style="list-style-type: none"> - Disbursement of 10% of funds earmarked for this component. <u>Progress</u> <ul style="list-style-type: none"> - Preparation of terms of reference (TOR), award of contracts for studies and start-up of diagnostic and design study. <u>Targets</u> <ul style="list-style-type: none"> - Coordination with 10% of the agencies collecting data on violence. 	<u>Advance of funds</u> <ul style="list-style-type: none"> - Cumulative disbursement totalling 30%. <u>Progress</u> <ul style="list-style-type: none"> - 30% of project activities. - Implementation of projects for three cities (crime reporting stations). <u>Targets</u> <ul style="list-style-type: none"> - Coordination with 30% of the agencies collecting data on violence. 	<u>Advance of funds</u> <ul style="list-style-type: none"> - Cumulative disbursement totalling 70%. <u>Progress</u> <ul style="list-style-type: none"> - 70% of project activities. - Preparation of mid-term review. - Project implementation in three additional cities. <u>Targets</u> <ul style="list-style-type: none"> - Coordination with 50% of the agencies collecting data on violence. 	<u>Advance of funds</u> <ul style="list-style-type: none"> - 100% of funds disbursed. <u>Progress</u> <ul style="list-style-type: none"> - 90% of project activities completed. <u>Targets</u> <ul style="list-style-type: none"> - Coordination with 80% of agencies collecting data on violence.
STUDIES				
Existing legislation	<ul style="list-style-type: none"> - Terms of reference for studies on special detention policies regarding young offenders, alternative rehabilitation methods, policies on disarming the population, and restrictions on the sale and consumption of alcoholic beverages - Contracts awarded for studies 	<ul style="list-style-type: none"> - 5 studies under way. - 5 studies completed. - Forum and workshop held to discuss findings. 	<ul style="list-style-type: none"> - 5 studies under way. - Mid-term review. 	<ul style="list-style-type: none"> - 5 studies completed. - Convening of forum and workshop to discuss findings. - Preparation of proposals to amend existing legislation.
Topics relating to justice system	<ul style="list-style-type: none"> - Terms of reference for studies to evaluate, monitor and ascertain the effectiveness of relevant legislation; development of performance benchmarks for judicial policies; proposals concerning the law school curriculum; evaluation and improvement of mechanisms for the administration of justice. - Contracts awarded for studies. 	<ul style="list-style-type: none"> - 2 studies under way. 	<ul style="list-style-type: none"> - 2 studies under way. 	<ul style="list-style-type: none"> - 4 studies completed. - Convening of forum and workshop to discuss findings. - Establishment of monitoring mechanism with performance benchmarks.

Benchmarks in this logical framework are tentative; a nonreimbursable technical-assistance operation is currently in preparation and final benchmarks will be developed in the near future.

ACTIVITIES	Year 1	Year 2	Year 3	Year 4
Topics relating to y	Terms of reference for studies on internal conflict resolution negotiations with armed groups operating outside the law, on violence resulting from land-use disputes, and on determinants of and risk factors for domestic violence.	1 study under way.	2 studies under way.	<ul style="list-style-type: none"> - 3 studies completed. - Convening of forum and w discuss findings. - Establishment of relevant p deal with problems reported
	<u>Advance of funds</u> <ul style="list-style-type: none"> - Disbursement of 20% of funds earmarked for this component. <u>Progress</u> <ul style="list-style-type: none"> - Preparation of TORs, contracts awarded and projects launched. <u>Targets</u> <ul style="list-style-type: none"> - Introduction of 5% of the recommendations contained in the studies. 	<u>Advance of funds</u> <ul style="list-style-type: none"> - Cumulative disbursement totalling 35%. <u>Progress</u> <ul style="list-style-type: none"> - 30% of project activities. <u>Targets</u> <ul style="list-style-type: none"> - Introduction of 15% of the recommendations contained in the studies. 	<u>Advance of funds</u> <ul style="list-style-type: none"> - Cumulative advance totalling 70%. <u>Progress</u> <ul style="list-style-type: none"> - 70% of project activities. - Preparation of mid-term review. <u>Targets</u> <ul style="list-style-type: none"> - Introduction of 25% of the recommendations contained in the studies. 	<u>Advance of funds</u> <ul style="list-style-type: none"> - Cumulative disbursement t 100%. <u>Progress</u> <ul style="list-style-type: none"> - 90% of project activities co <u>Targets</u> <ul style="list-style-type: none"> - Introduction of 40% of reco tions in studies.
TO SUPPORT THE MINISTRY OF JUSTICE				
ist the State Office nd Conciliation of justice	<u>Advance of funds</u> <ul style="list-style-type: none"> - Disbursement of 10% of funds earmarked for this component. <u>Progress</u> <ul style="list-style-type: none"> - Preparation of TORs, contracts awarded for diagnostic studies (houses of justice, agency-administered conciliation and conciliation in equity), models and information systems. <u>Targets</u> <ul style="list-style-type: none"> - Introduction of the models and systems in one city. 	<u>Advance of funds</u> <ul style="list-style-type: none"> - Cumulative disbursement totalling 25%. <u>Progress</u> <ul style="list-style-type: none"> - 25% of project activities. - Implementation of activities to strengthen executing agencies. <u>Targets</u> <ul style="list-style-type: none"> - Introduction of models and systems in a total of three cities. 	<u>Advance of funds</u> <ul style="list-style-type: none"> - Cumulative advance totalling 60%. <u>Progress</u> <ul style="list-style-type: none"> - 60% of project activities. - Preparation of mid-term review. <u>Targets</u> <ul style="list-style-type: none"> - Introduction of models and systems in a total of five cities. 	<u>Advance of funds</u> <ul style="list-style-type: none"> - Cumulative disbursement t 100%. <u>Progress</u> <ul style="list-style-type: none"> - 90% of project activities co <u>Targets</u> <ul style="list-style-type: none"> - Introduction of models and total of six cities.

ACTIVITIES	Year 1	Year 2	Year 3	Year 4
ON ACTIVITIES				
ing of violent	<u>Advance of funds</u> <ul style="list-style-type: none"> - Disbursement of 10% of funds earmarked for this component. <u>Progress</u> <ul style="list-style-type: none"> - Preparation of TORs for more appropriate reporting on violent incidents, contracts awarded for studies, studies begun. <u>Targets</u> <ul style="list-style-type: none"> - 10% improvement in the population's perception of news reports compared with year 0. - Introduction of the studies' recommendations by over 10% of the media providers which participated in workshops. 	<u>Advance of funds</u> <ul style="list-style-type: none"> - Cumulative disbursement totalling 30%. <u>Progress</u> <ul style="list-style-type: none"> - 30% of studies and projects. - Convening of forums and workshops attended by at least 30% of communications media providers. <u>Targets</u> <ul style="list-style-type: none"> - Cumulative improvement of 25% in the population's perception of news reports compared with year 0. - Introduction of the studies' recommendations by over 20% of the media providers which participated in the workshops. 	<u>Advance of funds</u> <ul style="list-style-type: none"> - Cumulative disbursement totalling 70%. <u>Progress</u> <ul style="list-style-type: none"> - 70% of the activities, studies and projects. - Convening of forums and workshops attended by at least 50% of the communications media. - Preparation of mid-term review. <u>Targets</u> <ul style="list-style-type: none"> - 40% improvement in the population's perception of news reporting compared with year 0. - Introduction of studies' recommendations by over 35% of the communications media providers which participated in the workshops. 	<u>Advance of funds</u> <ul style="list-style-type: none"> - Cumulative disbursement totalling 100%. <u>Progress</u> <ul style="list-style-type: none"> - 90% of project activities and studies completed. <u>Targets</u> <ul style="list-style-type: none"> - 50% cumulative increase in the community's positive perception of news reports compared with year 0. - Implementation of the studies' recommendations by over 50% of the communications media providers which took part in the workshops.
IN PROGRAM				
ent drug and tion	<u>Advance of funds</u> <ul style="list-style-type: none"> - Disbursement of 10% of funds earmarked for this component. <u>Progress</u> <ul style="list-style-type: none"> - Preparation of implementation plan for at least 10 major cities. <u>Targets</u> <ul style="list-style-type: none"> - Positive response from 30% of children and youth involved in the program. - 10% decline in number of violent incidents in elementary and high schools compared with year 0. 	<u>Advance of funds</u> <ul style="list-style-type: none"> - Cumulative disbursement totalling 30%. <u>Progress</u> <ul style="list-style-type: none"> - 30% of project activities. <u>Targets</u> <ul style="list-style-type: none"> - Positive response from 40% of children and youth involved in the program. - 20% decline in the number of violent incidents at elementary and high schools compared with year 0. 	<u>Advance of funds</u> <ul style="list-style-type: none"> - Cumulative disbursement of 70%. <u>Progress</u> <ul style="list-style-type: none"> - 70% of project activities. - Preparation of mid-term review. <u>Targets</u> <ul style="list-style-type: none"> - Positive response from 50% of children and youth involved in the program. - 30% decline in the number of violent incidents in elementary and high schools compared with year 0. 	<u>Advance of funds</u> <ul style="list-style-type: none"> - Cumulative disbursement totalling 100%. <u>Progress</u> <ul style="list-style-type: none"> - 90% of project activities completed. <u>Targets</u> <ul style="list-style-type: none"> - Positive reaction among 70% of children and youth who participated in the program. - 40% decrease in number of violent incidents at elementary and high schools compared with year 0.

ACTIVITIES	Year 1	Year 2	Year 3	Year 4
ASSISTANCE OPERATION				
<p>ance to cities to monitoring, information ection with grams</p>	<p><u>Advance of funds</u></p> <ul style="list-style-type: none"> - Disbursement of 10% of funds earmarked for this component. <p><u>Progress</u></p> <ul style="list-style-type: none"> - Support for the preparation of TORs for the establishment of monitoring benchmarks. - Contracts awarded for studies of monitoring benchmarks; studies prepared. - Support for the preparation of TOR for computerized monitoring systems. 	<p><u>Advance of funds</u></p> <ul style="list-style-type: none"> - Cumulative disbursement totalling 30%. <p><u>Progress</u></p> <ul style="list-style-type: none"> - 30% of project activities. - Installation of monitoring and evaluation systems in three cities. 	<p><u>Advance of funds</u></p> <ul style="list-style-type: none"> - Cumulative disbursement totalling 70%. <p><u>Progress</u></p> <ul style="list-style-type: none"> - 70% of project activities. - Preparation of mid-term review. - Introduction of monitoring and evaluation systems in total of six cities. 	<p><u>Advance of funds</u></p> <ul style="list-style-type: none"> - Cumulative disbursement totalling 100%. <p><u>Progress</u></p> <ul style="list-style-type: none"> - 90% of project activities completed. - Evaluation of monitoring systems established in the six cities.

PROGRAM TO SUPPORT PEACEFUL COEXISTENCE AND CITIZEN SECURITY (CO-0213)
LOGICAL FRAMEWORK
MUNICIPAL COMPONENT

OBJECTIVES	VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
Peace and citizen security in for cities	<ol style="list-style-type: none"> 1. Reduced levels of violence and reduced impunity with respect to criminal incidents affecting community harmony and citizen security. 2. Increased access to alternative mechanisms for the administration of justice: cases handled and settled. 	<ol style="list-style-type: none"> 1. Reliable and current statistics on violence compiled by crime reporting stations and relevant public agencies (National Police, Public Prosecutor's Office, INMLCF, etc.). 2. Records kept by relevant agencies of cases handled and settled peacefully. 	Municipal governments indicate in implementing the program and in activities of CSPCs together with the committees' managers.
Participating city in implementing ing them to develop policies to promote coexistence and	<ol style="list-style-type: none"> 1. Amount of public and private funds invested in developing programs to: <ol style="list-style-type: none"> (a) improve sources of information (b) develop and improve municipal programs on security and coexistence. 2. Number of violence prevention programs and arrangements implemented to bring alternative mechanisms for the administration of justice to the community. 3. Number of research studies on the development local policies and new programs on security and coexistence. 	<ol style="list-style-type: none"> 1. Official semiannual reports from CSPC of each city. 2. Means of verification are: <ul style="list-style-type: none"> - Official semiannual reports from CSPCs of participating cities on established and/or strengthened programs and mechanisms. - Opinion polls of beneficiaries on the management of improved and/or strengthened agencies and programs. 3. Local policies introduced by municipal governments and new programs under way. 	<ol style="list-style-type: none"> 1. The loan will serve as a catalyst to mobilize additional resources from public and private sectors on to relating to security and coexistence. 2. Municipal authorities welcome the initiatives and incorporate them in action plans, thereby ensuring the and institutional sustainability over medium term. 3. The findings of these studies enable the authorities to introduce a local strengthen programs and mechanisms which promote citizen security and harmony.
Resources on crime improved	Number of information systems in operation.	Official reports from participating organizations.	Municipal agency has the capacity to implement the project and ensure coordination with the responsible municipalities.

OBJECTIVES	VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
comes with respect to early and reintegration of at-risk youth.	Number of youth rejoining the community and number of youth who committed different types of infractions.	Sample monitoring and impact evaluation studies of programs targeting youth.	Successful targeting and design of programs by the responsible agencies.
ent of additional houses of justice, family commissioner's offices and conciliation centers, and t thereof.	<ul style="list-style-type: none"> - Number of houses of justice, family commissioner's offices and conciliation centers in operation. - Beneficiaries' opinions concerning the quality of services. - Number of cases handled by each agency. 	Official semiannual reports from CSPCs and sample opinion and impact studies of houses of justice, family commissioner's offices and conciliation centers.	Successful coordination between municipal entities in implementing projects, bringing the justice system closer to the community.
act on citizen education	<ul style="list-style-type: none"> - Number of communications media providers involved. - Number of alcohol-induced accidents, deaths attributable to firearms, automobile accidents, etc. 	<ul style="list-style-type: none"> - Official semiannual reports from CSPCs. - Sample monitoring and impact evaluation studies. 	<ul style="list-style-type: none"> - Communications media indicate participating in forums and impact studies, recommendations to improve the reporting on incidents of violence. - Relevant agencies express interest in participating in projects of this type.
ment personnel more effective their relations with judicial general public and other	<ul style="list-style-type: none"> - Number of police officers benefiting from the projects. - Opinions of police officers and the general public regarding workshop effectiveness. 	<ul style="list-style-type: none"> - Official semiannual reports from CPPCs. - Sample monitoring and impact evaluation studies. 	Law enforcement authorities express interest in cooperating on projects of this type.
ch groups established and d.	<ul style="list-style-type: none"> - Number of citizens' watch groups established. - Number of such groups that are functioning properly. 	Official semiannual reports from CPPCs.	CPPCs or executing agencies can demonstrate capacity to establish and manage citizens' watch groups.

**BENCHMARKS 2/
MUNICIPAL SUBPROGRAM (TOTAL OF US\$80 MILLION)**

ACTIVITIES	Year 1	Year 2	Year 3	Year 4
OF INFORMATION				
of urban culture tation	<u>Advance of funds</u> - Disbursement of 10% of resources earmarked for this component. <u>Progress</u> - Preparation of TORs, contracts awarded for studies, projects launched. <u>Targets</u> - Coordination with 30% of the agencies compiling data on violence.	<u>Advance of funds</u> - Cumulative disbursement totalling 30%. <u>Progress</u> - 50% of project activities - Implementation of activities to strengthen executing agencies. <u>Targets</u> - Coordination with 60% of the agencies compiling data on violence.	<u>Advance of funds</u> - Cumulative disbursement totalling 70%. <u>Progress</u> - 80% of project activities - Preparation of mid-term review. <u>Targets</u> - Coordination with 70% of agencies collecting data on violence.	<u>Advance of funds</u> - Disbursement totalling 100%. <u>Progress</u> - 90% of project activities <u>Targets</u> - Coordination with 90% of agencies compiling data on violence.
nd injury tation				
information system				
t of violence ions				
DEFENDERS AND AT-RISK YOUTH (US\$19.2 million)				
ve focus on high-	<u>Advance of funds</u> - Disbursement of 20% of funds earmarked for this component. <u>Progress</u> - Preparation of TORs, contracts awarded for studies, projects begun. <u>Targets</u> - 20% decline in number of violent deaths in participating shantytowns compared with year 0.	<u>Advance of funds</u> - Cumulative disbursement totalling 35%. <u>Progress</u> - 50% of project activities - Implementation of activities to strengthen executing agencies. <u>Targets</u> - 35% decrease in number of violent deaths in participating shantytowns compared with year 0.	<u>Advance of funds</u> - Cumulative disbursement totalling 70%. <u>Progress</u> - 70% of project activities. - Preparation of mid-term review. <u>Targets</u> - 50% cumulative decrease in the number of violent deaths in participating shantytowns compared with year 0.	<u>Advance of funds</u> - Cumulative disbursement totalling 100%. <u>Progress</u> - 90% of project activities <u>Targets</u> - 60% cumulative decrease in the number of violent deaths in participating shantytowns compared with year 0.
and reintegration of m district jail				
t-risk youth				
t-risk youth				

Benchmarks in this logical framework are tentative; a nonreimbursable technical-assistance component is currently in preparation and final benchmarks will be developed in the near future.

ACTIVITIES	Year 1	Year 2	Year 3	Year 4
JUSTICE (US\$22.7 million)				
of family 's offices g of conciliation	<u>Advance of funds</u> - Disbursement of 10% of funds earmarked for this component. <u>Progress</u> - Preparation of TORs, contracts awarded for studies, projects launched . <u>Targets</u> - 20% increase in the number of families satisfied with services provided by family commissioner's offices and houses of justice compared with year 0. - 10% increase in number of new families having used the services provided by family commissioner's offices and houses of justice, compared with year 0. - 10% increase in the number of families which solved problems peacefully compared with year 0.	<u>Advance of funds</u> - Cumulative disbursement totalling 25%. <u>Progress</u> - 50% of project activities - Implementation of activities to strengthen executing agencies. <u>Targets</u> - 30% cumulative increase in number of families satisfied with services provided by family commissioner's offices and houses of justice compared with year 0. - 20% cumulative increase in number of new families using services of commissioner's offices and houses of justice compared with year 0. - 15% cumulative increase in number of families which resolved their problems peacefully compared with year 0.	<u>Advance of funds</u> - Cumulative disbursement totalling 60%. <u>Progress</u> - 60% of project activities. - Preparation of mid-term review. <u>Targets</u> - 40% cumulative increase in the number of families satisfied with services provided by family commissioner's offices and houses of justice compared with year 0. - 30% cumulative increase in the number of new families using services of commissioner's offices and houses of justice compared with year 0. - 20% cumulative increase in the number of families which resolved their problems peacefully compared with year 0.	<u>Advance of funds</u> - Cumulative disbursement 100%. <u>Progress</u> - 90% of project activities <u>Targets</u> - 50% increase in the number of families satisfied with services provided by family commissioner's offices and houses of justice compared with year 0. - 40% increase in the number of families availing themselves of services provided by family commissioner's offices and houses of justice compared with

ACTIVITIES	Year 1	Year 2	Year 3	Year 4
EDUCATION				
<p>of a university-level ation program</p> <p>chool-age children of curriculum on ny family teachers learn violent</p> <p>ducation and on</p> <p>eting aggressive</p> <p>m</p> <p>ons media</p>	<p><u>Advance of funds</u></p> <ul style="list-style-type: none"> - Cumulative disbursement totalling 30%. <p><u>Progress</u></p> <ul style="list-style-type: none"> - Preparation of TORs, contracts awarded for studies, projects launched. <p><u>Targets</u></p> <ul style="list-style-type: none"> - Positive response from 70% of children and youth participating in the program. - 20% decrease in the number of violent incidents in elementary and high schools compared with year 0. - 10% increase in the community's positive reaction to news reporting compared with year 0. 	<p><u>Advance of funds</u></p> <ul style="list-style-type: none"> - Cumulative disbursement totalling 70%. <p><u>Progress</u></p> <ul style="list-style-type: none"> - 70% of project activities. - Implementation of activities to strengthen executing agencies. <p><u>Targets</u></p> <ul style="list-style-type: none"> - Positive response of 80% of the children and youth participating in the program. - 35% cumulative decrease in the number of violent incidents in elementary and high schools compared with year 0. - 25% cumulative increase in the community's positive response to the way news is presented compared with year 0. 	<p><u>Advance of funds</u></p> <ul style="list-style-type: none"> - Cumulative disbursement totalling 75%. <p><u>Progress</u></p> <ul style="list-style-type: none"> - 80% of project activities. - Preparation of mid-term review. <p><u>Targets</u></p> <ul style="list-style-type: none"> - Positive response among 85% of children and youth targeted by the program. - 45% cumulative decrease in the number of violent incidents in elementary and high schools compared with year 0. - 40% cumulative increase in the community's positive response to news reporting compared with year 0. 	<p><u>Advance of funds</u></p> <ul style="list-style-type: none"> - Cumulative disbursement 100%. <p><u>Progress</u></p> <ul style="list-style-type: none"> - 90% of project activities <p><u>Targets</u></p> <ul style="list-style-type: none"> - 90% of children and youth by the program report p reactions. - 50% cumulative decrease number of violent incidents elementary and high schools compared with year 0. - 50% cumulative increase community's positive per the way news is reported with year 0.

ACTIVITIES	Year 1	Year 2	Year 3	Year 4
STRENGTHENING THE POLICE AND ITS RELATIONS WITH THE COMMUNITY				
<p>and training of law officers</p> <p>Public safety relations between the community</p>	<p><u>Advance of funds</u></p> <ul style="list-style-type: none"> - Disbursement of 10% of the funds earmarked for this component. <p><u>Progress</u></p> <ul style="list-style-type: none"> - Preparation of TORs, awards granted for studies, projects launched. <p><u>Targets</u></p> <ul style="list-style-type: none"> - 10% increase in the community's positive perception of the police compared with year 0. 	<p><u>Advance of funds</u></p> <ul style="list-style-type: none"> - Cumulative advance totalling. <p><u>Progress</u></p> <ul style="list-style-type: none"> - 50% of project activities - Implementation of activities to strengthen executing agencies. <p><u>Targets</u></p> <ul style="list-style-type: none"> - 15% cumulative increase in the community's positive perception of the police compared with year 0. 	<p><u>Advance of funds</u></p> <ul style="list-style-type: none"> - Cumulative disbursement totalling 70%. <p><u>Progress</u></p> <ul style="list-style-type: none"> - 80% of project activities - Preparation of mid-term review. <p><u>Targets</u></p> <ul style="list-style-type: none"> - 20% cumulative increase in the community's positive response to the police compared with year 0. 	<p><u>Advance of funds</u></p> <ul style="list-style-type: none"> - Cumulative disbursement 100%. <p><u>Progress</u></p> <ul style="list-style-type: none"> - 90% of project activities
NON-REINFORCING AND DEVELOPMENT				
	<p><u>Advance of funds</u></p> <ul style="list-style-type: none"> - Disbursement of 10% of the funds earmarked for this component. <p><u>Progress</u></p> <ul style="list-style-type: none"> - Preparation of TORs, award of contracts for studies, projects launched. 	<p><u>Advance of funds</u></p> <ul style="list-style-type: none"> - Cumulative advance totalling 30%. <p><u>Progress</u></p> <ul style="list-style-type: none"> - 50% of project activities - Implementation of activities to strengthen executing agencies. 	<p><u>Advance of funds</u></p> <ul style="list-style-type: none"> - Cumulative disbursement totalling 70%. <p><u>Progress</u></p> <ul style="list-style-type: none"> - 70% of project activities. - Preparation of medium-term review. 	<p><u>Advance of funds</u></p> <ul style="list-style-type: none"> - Cumulative disbursement 100%. <p><u>Progress</u></p> <ul style="list-style-type: none"> - 90% of project activities
WATCH COMMITTEES				
	<p><u>Advance of funds</u></p> <ul style="list-style-type: none"> - Disbursement of 10% of the funds earmarked for this component. <p><u>Progress</u></p> <ul style="list-style-type: none"> - Preparation of TORs, award of contracts for studies, projects begun. 	<p><u>Advance of funds</u></p> <ul style="list-style-type: none"> - Cumulative disbursement totalling 30%. <p><u>Progress</u></p> <ul style="list-style-type: none"> - 50% of project activities - Implementation of activities to strengthen executing agencies. 	<p><u>Advance of funds</u></p> <ul style="list-style-type: none"> - Cumulative disbursement totalling 70%. <p><u>Progress</u></p> <ul style="list-style-type: none"> - 70% of project activities. - Preparation of mid-term review. 	

and progress made year to year are to be adjusted along with project officers in each municipality and the system to be developed with nonreimbursable technical

PROGRAM DISBURSEMENT SCHEDULE

Table III-1 TENTATIVE DISBURSEMENT SCHEDULE (National subprogram) (millions of US\$ equivalents)						
SOURCE	Year 1	Year 2	Year 3	Year 4	Total	%
IDB/OC	2,695	5,030	5,955	6,320	20,000	60
Local counterpart	1,805	3,270	4,245	4,680	14,000	40
Total	4,500	8,300	10,200	11,000	34,000	
Annual percentage	13	24	30	32		100

Table III-2 TENTATIVE DISBURSEMENT SCHEDULE (Bogota subprogram) (millions of US\$ equivalents)						
SOURCE	Year 1	Year 2	Year 3	Year 4	Total	%
IDB/OC	1,644	2,742	2,742	2,868	10,000	60
Local counterpart	1,096	1,828	1,828	1,918	6,666	40
Total	2,740	4,570	4,570	4,786	16,666	
Annual percentage	16	27	27	29		100

* OC = Ordinary capital

Table III-3 TENTATIVE DISBURSEMENT SCHEDULE (Cali subprogram) (millions of US\$ equivalent)						
SOURCE	Year 1	Year 2	Year 3	Year 4	Total	%
IDB/OC	2,850	3,960	2,670	2,520	12,000	60
Local counterpart	1,900	2,640	1,780	1,680	8,000	40
Total	4,750	6,600	4,450	4,200	20,000	
Annual percentage	29	33	22	21		100

Table III-4 TENTATIVE DISBURSEMENT SCHEDULE (Medellin subprogram) (millions of US\$ equivalent)						
	Year 1	Year 2	Year 3	Year 4	Total	%
IDB/OC	3,429	5,805	4,266	1,500	15,000	60
Local counterpart	2,286	3,870	2,844	904	1,000	40
Total	5,715	9,675	7,110	2,404	25,000	
Annual percentage	23	39	28	10		100

* OC = Ordinary capital

**TENTATIVE AGREEMENT SCHEDULE
BOGOTA**

DESCRIPTION		AMOUNT US\$000	SOURCE	PROCUREMENT METHOD	NOTICE
Consulting contracts					
1.	Bringing justice closer to the community	1,000	IDB-LOCAL	DC-LCB	1998-2000
1.1	Consultant for diagnostic study houses of justice	75	IDB	DC	1998
1.2	Consultant for demand/supply of study of houses of justice	100	IDB	DC	1999
1.3	Consultant on improving management of houses of justice	100	IDB	LCB	2000
1.4	Consultant for diagnostic study of family commissioner's offices	75	IDB	DC	1998
1.5	Consultant for demand/supply study of family commissioner's offices	100	IDB	DC	1999
1.6	Consultant on improving management of family commissioner's offices	100	IDB	LCB	2000
1.7	Consultant for diagnostic study of conciliation centers	75	LOCAL	DC	1998
1.8	Consultant for demand/supply study conciliation centers	100	LOCAL	DC	1999
1.9	Consultant on improving management of conciliation centers	100	LOCAL	LCB	2000
1.10	Systems consultant for houses of justice, commissioner's offices and centers	25	LOCAL	DC	1998
1.11	Consultant to develop evaluation benchmarks	50	IDB	DC	1998
1.12	Consultant to prepare impact evaluations	100	LOCAL	LCB	1999
2.	National Police	500	IDB-LOCAL	DC-LCB	1998-2000
2.1	Consultant to prepare diagnostic study	150	LOCAL	LCB	1998
2.2	Consultant to design program	50	LOCAL	DC	1998
2.3	Consultant to design training workshops	50	IDB	DC	1999
2.4	Consultant to develop evaluation benchmarks	100	IDB	LCB	1999
2.5	Consultant to prepare impact evaluations	150	IDB	LCB	2000
3.	Information system	500	IDB-LOCAL	DC-LCB	1998-2000
3.1	Consultant to prepare diagnostic study	100	LOCAL	LCB	1998
3.2	Consultant to design program	100	LOCAL	LCB	1999
3.3	Consultant to develop evaluation benchmarks	150	IDB	LCB	1998
3.4	Consultant to prepare impact evaluations	150	IDB	LCB	1999
4.	Young offenders and at-risk youth	4,000	IDB-LOCAL	DC-LCB-ICB	1998-2000

DESCRIPTION	AMOUNT US\$000	SOURCE	PROCUREMENT METHOD	NOTICE
4.1 Consultant to prepare diagnostic study	300	IDB	ICB	1998
4.2 Consultant to design program	200	IDB	ICB	1999
4.3 Consultant to develop evaluation benchmarks	100	IDB	LCB	1999
4.4 Consultant to prepare impact evaluations	200	IDB	LCB	1998-2000
4.5 Trainers to work in shantytowns (2,400 man-months @ US\$1,000/month)	2,400	LOCAL	DC	1998-2000
4.6 Shantytown supervisors (250 man-months @ US\$2,000/month)	500	IDB	DC	1998-2000
4.7 Administration (150 man-months @ US\$2,000/month)	300	IDB	DC	1998-2000
5. Education	700	IDB-LOCAL	DC-LCB	1998-2000
5.1 Consultant to prepare diagnostic study	100	IDB	LCB	1998
5.2 Consultant to design program (3 specialists)	300	IDB	ICB	1999
5.3 Consultant to develop evaluation benchmarks	100	LOCAL	LCB	1999
5.4 Consultant to prepare impact evaluations	200	LOCAL	LCB	2000
6. Administration and supervision	400	IDB-LOCAL	DC-LCB	1998-2000
6.1 Supervision planning	100	LOCAL	LCB	1998
6.2 Consultants to coordinate supervision	100	LOCAL	LCB	1999
6.3 Consultants for MCUs (100 man-months @ US\$2,000/month)	200	IDB	DC	1998-2000
Subtotal	7,100			

DESCRIPTION	AMOUNT US\$000	SOURCE	PROCUREMENT METHOD	NOTICE
Equipment contracts				
1. Bringing justice closer to the community	2,000	IDB-LOCAL	LCB-ICB	1998-2000
1.1 Computers (300 units @ US\$4,000)	1,200	IDB	ICB	1999-2000
1.2 Communications equipment (20 units @ US\$10,000)	200	LOCAL	ICB	1999-2000
1.3 Furniture (200 units @ US\$1,000)	200	LOCAL	LCB	1999-2000
1.4 Electronic equipment, TV, radios, etc. (150 units @ US\$1,000)	150	LOCAL	LCB	1999-2000
1.5 Office equipment (50 units @ US\$5,000)	250	LOCAL	ICB	1999-2000
2. National police	1,500	IDB-LOCAL	LCB-ICB	1998-2000
2.1 Communications equipment (300 units @ US\$3,000)	900	IDB	ICB	1998-2000
2.2 Computers (100 units @ US\$4,000)	400	LOCAL	ICB	1998-2000
2.3 Miscellaneous equipment (200 units @ US\$1,000)	200	LOCAL	LCB	1998-2000
3. Information system	2,500	IDB-LOCAL	LCB-ICB	1998-2000
3.1 Computers (300 units @ US\$4,000)	1,200	IDB	ICB	1998-2000
3.2 Communications equipment (100 units @ US\$3,000)	300	IDB	ICB	1998-2000
3.3 Office equipment (50 units @ US\$5,000)	250	LOCAL	LCB	1998-2000
3.4 Furniture (100 units @ US\$1,000)	100	LOCAL	LCB	1998-2000
3.5 Specialized testing equipment (60 units @ US\$10,000)	600	LOCAL	ICB	1998-2000
3.6 Electrical equipment (50 units @ US\$1,000)	50	LOCAL	LCB	1998-2000
4. Young offenders and at-risk youth	3,000	IDB-LOCAL	LCB-ICB	1998-2000
4.1 Office equipment (60 units @ US\$5,000)	300	IDB	LCB	1998-2000
4.2 Field work supplies (complete set)	1,500	IDB	LCB	1998-2000
4.3 Computers (50 units @ US\$4,000)	200	LOCAL	ICB	1998-2000
4.4 Specialized equipment (100 units @ US\$10,000)	1,000	LOCAL	ICB	1998-2000
5. Education	300	IDB-LOCAL	IDB-LOCAL	1998-2000
5.1 Specialized equipment (20 units @ US\$10,000)	200	IDB	ICB	1998-2000
5.2 Computers (25 units @ US\$4,000)	100	LOCAL	LCB	1998-2000
6. Administration and supervision	266	IDB-LOCAL	DC-LCB	1998-2000
6.1 Furniture (10 units @ US\$5,000)	50	IDB	LCB	1998-2000
6.2 Specialized equipment (10 units @ US\$10,000)	100	LOCAL	LCB	1998-2000
6.3 Computers (29 units @ US\$4,000)	116	IDB	LCB	1998-2000
Subtotal	9,566			
Total	16,666			

**TENTATIVE PROCUREMENT SCHEDULE
MEDELLÍN**

DESCRIPTION		AMOUNT US\$000	SOURCE	PROCUREMENT METHOD	NOTICE
Consulting contracts					
1.	Bringing justice closer to the community	5,000	IDB-LOCAL	DC-LCB-ICB	1998-2000
1.1	Consultant for diagnostic study of houses of justice	200	IDB	DC	1998
1.2	Consultant for demand/supply study of houses of justice	300	IDB	DC	1999
1.3	Consultant on improving management of houses of justice	200	IDB	LCB	2000
1.4	Consultant for diagnostic study of family commissioner's offices	200	IDB	DC	1998
1.5	Consultant for demand/supply study of family commissioner's offices	200	IDB	DC	1999
1.6	Consultant on improving management of family commissioner's offices	400	IDB	LCB	2000
1.7	Consultant for diagnostic study of conciliation centers	200	IDB	DC	1998
1.8	Consultant for demand/supply study of conciliation centers	200	IDB	DC	1999
1.9	Consultant on improving management of conciliation centers	500	IDB	LCB	2000
1.10	Systems consultant for houses of justice, commissioner's offices and centers	200	IDB	DC	1998
1.11	Consultant for diagnostic study of courts	200	IDB	DC	1998
1.12	Consultant to improve court management	400	IDB	LCB	1998-1999
1.13	Consultant to develop evaluation benchmarks	300	LOCAL	ICB	1998
1.14	Consultant to prepare impact evaluations	300	LOCAL	ICB	1999
1.15	Consultants to prepare special studies on the topic during implementation	500	LOCAL	ICB	1999-2000
1.16	Consultants for project operations (1 year)	400	LOCAL	LCB	1999-2001
1.17	Consultants for administrative component (200 professional man-months @ US\$2,000)	400	LOCAL	LCB	1999-2001

DESCRIPTION		AMOUNT US\$000	SOURCE	PROCUREMENT METHOD	NOTICE
2.	Information system	1,000	IDB-LOCAL	LCB-LCB	1998-2001
2.1	Consultant to prepare diagnostic study	100	IDB	DC	1998
2.2	Consultant to design program	100	IDB	DC	1999
2.3	Consultant to develop evaluation benchmarks	150	IDB	LCB	1998
2.4	Consultant to prepare impact evaluations	150	IDB	LCB	1999
2.5	Management and training consultant	150	IDB	LCB	2000
2.6	Consultant to prepare diagnostic study of agencies responsible for compiling data	150	LOCAL	LCB	1999-2001
2.7	Management consultant for agencies responsible for compiling data	200	LOCAL	LCB	1999-2000
3.	Young offenders and at-risk youth	4,000	IDB-LOCAL	LCB-ICB	1998-2000
3.1	Consultant to prepare diagnostic study	300	IDB	ICB	1998
3.2	Consultant to design program	200	IDB	ICB	1999
3.3	Consultant to develop evaluation benchmarks	100	IDB	LCB	1999
3.4	Consultant to prepare impact evaluations	200	IDB	LCB	1998-2000
3.5	Trainers to work in shantytowns (4,000 man-months @ US\$1,000/month)	4,000	LOCAL	DC	1998-2001
3.6	Shantytown supervisors (250 man-months @ US\$2,000/month)	800	IDB	DC	1998-2001
3.7	Administration (200 man-months @ US\$2,000/month)	400	IDB	DC	1998-2001
4.	Education and the media	3,500	IDB-LOCAL	DC-LCB	1998-2000
4.1	Consultant to prepare diagnostic study	200	LOCAL	LCB	1998
4.2	Consultant to design program (3 specialists)	500	LOCAL	ICB	1999
4.3	Management and training consultant	500	LOCAL	ICB	1999-2000
4.4	Consultant to develop evaluation benchmarks	100	LOCAL	LCB	1999
4.5	Consultant to prepare impact evaluations	200	LOCAL	LCB	2000
4.6	Public relations and media contracts	2,000	IDB	LCB	1999-2000
5.	Institutional modernization	500	IDB-LOCAL	DC-LCB	1998-2000
5.1	Consultant for diagnostic study	100	LOCAL	DC	1998
5.2	Consultant to design program	100	LOCAL	DC	1998
5.3	Management and training consultant	300	IDB	LCB	1999-2000
6.	Supervision	500	IDB-LOCAL	DC-LCB	1998-2000
6.1	Supervision planning	100	LOCAL	DC	1998
6.2	Consultants to coordinate supervision	400	LOCAL	LCB	1998-2001
7.	Administration	1,800	IDB-LOCAL	DC	1998-2001
7.1	Consultants for MCUs (900 man-months @ US\$2,000/month)	1,800	IDB	DC	1998-2001
Subtotal		7,100			

DESCRIPTION	AMOUNT US\$000	SOURCE	PROCUREMENT METHOD	NOTICE
Equipment contracts				
1. Bringing justice closer to the community	2,000	IDB-LOCAL	LCB-ICB	1998-2000
1.1 Computers (400 units @ US\$4,000)	1,200	IDB	ICB	1999-2000
1.2 Communications equipment (40 units @ US\$10,000)	200	LOCAL	ICB	1999-2000
1.3 Furniture (200 units @ US\$1,000)	200	LOCAL	LCB	1999-2000
1.4 Electrical equipment, TV, radios, etc. (300 units @ US\$1,000)	150	LOCAL	LCB	1999-2000
1.5 Office equipment (100 units @ US\$5,000)	250	LOCAL	ICB	1999-2000
2. Information system	200	IDB-LOCAL	LCB-ICB	1998-2000
2.1 Computers (15 units @ US\$4,000)	60	IDB	ICB	1998-2000
2.2 Communications equipment (10 units @ US\$3,000)	30	IDB	ICB	1998-2000
2.3 Office equipment (6 units @ US\$5,000)	30	LOCAL	LCB	1998-2000
2.4 Furniture (30 units @ US\$1,000)	30	LOCAL	LCB	1998-2000
2.5 Specialized testing equipment (60 units @ US\$10,000)	30	LOCAL	ICB	1998-2000
2.6 Electrical equipment (50 units @ US\$1,000)	20	LOCAL	LCB	1998-2000
3. Young offenders and at-risk youth	1,600	IDB-LOCAL	LCB-ICB	1998-2000
3.1 Office equipment (60 units @ US\$5,000)	300	IDB	LCB	1998-2000
3.2 Field work supplies (complete set)	800	IDB	LCB	1998-2000
3.3 Computers (50 units @ US\$4,000)	200	LOCAL	LCB	1998-2000
3.4 Specialized equipment (100 units @ US\$10,000)	300	LOCAL	LCB	1998-2000
4. Education and the media	1,000	IDB-LOCAL	DC-LCB	1998-2000
4.1 Office equipment (100 units @ US\$1,000)	100	LOCAL	LCB	1998-2000
4.2 Field work supplies (complete set)	300	LOCAL	LCB	1998-2000
4.3 Specialized equipment (40 units @ US\$10,000)	400	IDB	ICB	1998-2000
4.4 Computers (50 units @ US\$4,000)	200	IDB	ILB	1998-2000
5. Institutional modernization	200	IDB-LOCAL	LCB	1998-2000
5.1 Computer equipment (30 units @ US\$4,000)	120	IDB	LCB	1998-2000
5.2 Specialized equipment (8 units @ US\$10,000)	80	LOCAL	LCB	1998-2000
6. Supervision	100	IDB-LOCAL	LCB	1998-2000
6.1 Furniture (4 units @ US\$5,000)	20	IDB	LCB	1998-2000
6.2 Specialized equipment (4 units @ US\$10,000)	40	LOCAL	LCB	1998-2000
6.3 Computers (10 units @ US\$4,000)	40	IDB	LCB	1998-2000

DESCRIPTION		AMOUNT US\$000	SOURCE	PROCUREMENT METHOD	NOTICE
7.	Administration	600	IDB-LOCAL	LCB	1998-2000
7.1	Furniture (40 units @ US\$5,000)	200	IDB	LCB	1998-2000
7.2	Specialized equipment (20 units @ US\$10,000)	200	LOCAL	LCB	1998-2000
7.3	Electrical equipment (40 units @ US\$1,000)	40	LOCAL	LCB	1998-2000
7.4	Computers (40 units @ US\$4,000)	160	IDB	LCB	1998-2000
Subtotal		6,700			
Total		25,000			

**TENTATIVE PROCUREMENT SCHEDULE
CALI**

DESCRIPTION		AMOUNT US\$000	SOURCE	PROCUREMENT METHOD	NOTICE
Consulting contracts					
1.	Access to justice	3,000	IDB-LOCAL	DC-LCB	1998-2000
1.1	Consultant for diagnostic study of houses of justice	200	IDB	DC	1998
1.2	Consultant for demand/supply study of houses of justice	300	IDB	DC	1999
1.3	Consultant on improving management of houses of justice	300	IDB	LCB	2000
1.4	Consultant for diagnostic study of family commissioner's offices	200	IDB	DC	1998
1.5	Consultant for demand/supply study of family commissioner's offices	300	IDB	DC	1999
1.6	Consultant on improving management of family commissioner's offices	300	IDB	LCB	2000
1.7	Consultant for diagnostic study of conciliation centers	200	IDB	DC	1998
1.8	Consultant for demand/supply study of conciliation centers	300	LOCAL	DC	1999
1.9	Consultant on improving management of conciliation centers	300	LOCAL	LCB	2000
1.10	Systems consultant for houses of justice, commissioner's offices and centers	200	LOCAL	DC	1998
1.11	Consultant to develop evaluation benchmarks	200	LOCAL	DC	1998
1.12	Consultant to prepare impact evaluations	200	LOCAL	LCB	1999
2.	Information system	400	IDB-LOCAL	DC-LCB	1998-2002
2.1	Consultant to prepare diagnostic study	50	IDB	DC	1998
2.2	Consultant to design program				
2.3	Consultant to develop evaluation benchmarks	50 60	IDB IDB	DC DC	1999 1998
2.4	Consultant to prepare impact evaluations	60	IDB	DC	1999
2.5	Management and training consultant				
2.6	Consultant to prepare diagnostic study of agencies responsible for compiling data	50 80	LOCAL LOCAL	DC LCB	2000 1999-2000
2.7	Management consultant for agencies responsible for compiling data	50	LOCAL	DC	1999-2000

DESCRIPTION	AMOUNT US\$000	SOURCE	PROCUREMENT METHOD	NOTICE
3. Young offenders and at-risk youth	4,500	IDB-LOCAL	DC-LCB	1998-2000
3.1 Consultant to prepare diagnostic study	300	IDB	IDB	1998
3.2 Consultant to design program	200	IDB	ICB	1999
3.3 Consultant to develop evaluation benchmarks	100	IDB	LCB	1999
3.4 Consultant to prepare impact evaluations	200	IDB	LCB	1998-2000
3.5 Trainers to work in shantytowns (1,000 man-months @ US\$1,000/month)	2,500	LOCAL	DC	1998-2001
3.6 Shantytown supervisors (400 man-months @ US\$2,000/month)	800	IDB	DC	1998-2001
3.7 Administration (200 man-months @ US\$2,000/month)	400	IDB	DC	1998-2001
4. Education and the media	3,500	IDB-LOCAL	DC-LCB	1998-2000
4.1 Consultant to prepare diagnostic study	200	LOCAL	LCB	1998
4.2 Consultant to design program (3 specialists)	400	LOCAL	ICB	1999
4.3 Management and training consultant	500	LOCAL	ICB	1999-2000
4.4 Consultant to develop evaluation benchmarks	200	LOCAL	LCB	1999
4.5 Consultant to prepare impact evaluations	200	LOCAL	LCB	2000
4.6 Public relations and media contracts	2,500	IDB	LCB	1998-2001
5. Institutional modernization	1,000	IDB-LOCAL	LCB	1998-2000
5.1 Consultant for diagnostic study	300	IDB	LCB	1998
5.2 Consultant to design program	300	IDB	LCB	1999
5.3 Management and training consultant	400	LOCAL	LCB	1999-2000
6. National police	500	IDB-LOCAL	DC-LCB	1998-2000
6.1 Consultant to prepare diagnostic study	150	LOCAL	LCB	1998
6.2 Consultant to design program	50	LOCAL	DC	1998
6.3 Consultant to design training programs	50	IDB	DC	1999
6.4 Consultant to develop evaluation benchmarks	100	IDB	LCB	1999
6.5 Consultant to prepare impact evaluations	150	IDB	LCB	2000
7. Administration and supervision	600	IDB-LOCAL	DC-LCB	1998-2001
7.1 Supervision planning	100	LOCAL	LCB	1998
7.2 Consultants to coordinate supervision	100	LOCAL	LCB	1999
7.3 Consultants for UCM (200 man-months @ US\$2,000/month)	400	IDB	DC	1999-2001
Subtotal	18,300			

DESCRIPTION	AMOUNT US\$000	SOURCE	PROCUREMENT METHOD	NOTICE
Equipment contracts				
1. Bringing justice closer to the community	1,000	IDB-LOCAL	LCB-ICB	1998-2000
1.1 Computers (400 units @ US\$4,000)	400	IDB	ICB	1999-2000
1.2 Communications equipment (20 units @ US\$10,000)	200	IDB	ICB	1999-2000
1.3 Furniture (100 units @ US\$1,000)	100	LOCAL	LCB	1999-2000
1.4 Electronic equipment, TV, radios, etc. (100 units @ US\$1,000)	100	LOCAL	LCB	1999-2000
1.5 Office equipment (400 units @ US\$5,000)	200	LOCAL	LCB	1999-2000
2. Information system	600			1998-2000
2.1 Computers (60 units @ US\$4,000)	240	IDB	ICB	1998-2000
2.2 Communications equipment (40 units @ US\$3,000)	120	IDB	ICB	1998-2000
2.3 Office equipment (20 units @ US\$5,000)	100	LOCAL	LCB	1998-2000
2.4 Furniture (10 units @ US\$1,000)	40	LOCAL	LCB	1998-2000
2.5 Specialized testing equipment (6 units @ US\$10,000)	60	LOCAL	ICB	1998-2000
2.6 Electrical equipment (40 units @ US\$1,000)	40	LOCAL	LCB	1998-2000
3. Young offenders and at-risk youth	800	IDB-LOCAL	LCB-ICB	1998-2000
3.1 Office equipment (30 units @ US\$5,000)	150	IDB	LCB	1998-2000
3.2 Field work supplies (complete set)	400	IDB	LCB	1998-2000
3.3 Computers (25 units @ US\$4,000)	100	LOCAL	LCB	1998-2000
3.4 Specialized equipment (15 units @ US\$10,000)	150	LOCAL	LCB	1998-2000
4. Education and the media	800			1998-2000
4.1 Office equipment (100 units @ US\$1,000)	100	LOCAL	LCB	1998-2000
4.2 Field work supplies (complete set)	300	LOCAL	LCB	1998-2000
4.3 Specialized equipment (30 units @ US\$10,000)	300	BID	ICB	1998-2000
4.4 Computers (25 units @ US\$4,000)	100	BID	LCB	1998-2000
5. Institutional modernization	200		LCB	1998-2000
5.1 Computers (30 units @ US\$4,000)	120	IDB	LCB	1998-2000
5.2 Specialized equipment (12 units @ US\$10,000)	120	LOCAL	LCB	1998-2000
5.3 Office equipment (20 units @ US\$3,000)	60	IDB	LCB	1998-2000

DESCRIPTION		AMOUNT US\$000	SOURCE	PROCUREMENT METHOD	NOTICE
6.	National Police	2,200			1998-2000
6.1	Communications equipment (300 units @ US\$3,000)	900	IDB	ICB	1998-2000
6.2	Computers (100 units @ US\$4,000)	400	IDB	ICB	1998-2000
6.3	Specialized equipment (12 units @ US\$10,000)	700	LOCAL	ICB	1998-2000
7.	Supervision				
7.1	Furniture (10 units @ US\$5,000)	50	IDB	LCB	1998-2000
7.2	Specialized equipment (13 units @ US\$10,000)	130	LOCAL	LCB	1998-2000
7.3	Computers (30 units @ US\$4,000)	120	IDB	LCB	1998-2000
Subtotal		6,000			
Total		20,000			

**TENTATIVE PROCUREMENT SCHEDULE
NATIONAL SUBPROGRAM**

DESCRIPTION	AMOUNT US\$000	SOURCE	PROCUREMENT METHOD	NOTICE
CONTRACTS FOR CONSULTING SERVICES/JUSTICE COMPONENT				
<i>National program to support houses of justice (HJs)</i>				
Improvement of legal-administrative framework Legal experts (US\$5,000 each)	10	IDB	DC	1998-I
Support for planning, monitoring and evaluation system Long-term consultants (US\$5,000 consultants/month)	100	IDB	DC	1998-99
Establishment of information systems Computer training (US\$5000/HJ)	100	IDB	DC	1998-99
Support for community participation Promotional activities (US\$2,500/HJ)	50	IDB	DC	1998-99
Citizen education programs Convening of workshops and seminars for the general public (US\$2,500/HJ)	50	IDB	DC	1998-99
Education and training of HJ staff Training courses (US\$5,000/HJ)	100	LOCAL	DC	1998-99
<i>Support for agency-administered conciliation program</i>				
Evaluation of program impact Long-term consultants (US\$5,000 consultants/month)	100	IDB	DC	1998-99
Selection and training of, and assistance to, conciliators	100	LOCAL	DC	1998-99
Training of community political groups	50	IDB	DC	1998-99
Monitoring system Long-term consultants (US\$5,000 consultants/months)	150	IDB	DC	1998-99
<i>Support for program on conciliation in equity</i>				
Community education program Activities to create a consensus, workshops, seminars	40	IDB	DC	1998-99
Evaluation studies in 3 regions (US\$2,500/study)	80	IDB	DC	1998-99
Supervision and monitoring activities	80	IDB	DC	1998-99
Training courses for leaders (US\$2,500/community)	100	IDB	DC	1998-99
Activities to publicize the program Via the press, radio, etc.	100	LOCAL	DC	1998-99

DESCRIPTION	AMOUNT US\$000	SOURCE	PROCUREMENT METHOD	NOTICE
<i>Support for alternative conflict resolution mechanisms</i>				
Mediation programs in the schools, through justices of the peace, etc.	100	IDB	DC	1998-99
EQUIPMENT AND FACILITIES FOR JUSTICE COMPONENT				
<i>National program to support houses of justice</i>				
Computers and updating of national applications software (computers, printers, servers and UPSs)	1,290	IDB	LCB	1998-99
TOTAL FOR JUSTICE COMPONENT	2,600			

**TENTATIVE PROCUREMENT SCHEDULE
NATIONAL COMPONENT**

DESCRIPTION	AMOUNT US\$000	SOURCE	PROCUREMENT METHOD	NOTICE
Contracts for consulting services				
1. Information system for INMLCF				
1.1 Consultant for diagnostic study of INMLCF	300	IDB	LCB	1998-III
1.2 Consultant to design the system	300	IDB	LCB	1999-I
1.3 Training consultant for central office	500	IDB	ICB	1999-III
1.4 Training consultant for regional offices	500	IDB	ICB	2000-I
2. Information system for MJD				
2.1 Consultant for crime reporting stations	200	IDB	LCB	1998-III
2.2 Consultant for crime census	100	IDB	LCB	1998-III
3. Information system for National Police				
3.1 Consultant for diagnostic study and implementation	500	IDB	ICB	1991-I
4. Information system for DANE				
4.1 Survey model design	50	IDB	DC	1998-I
4.2 Consultant to conduct survey	350	IDB	ICB	1998-III
5. Other programs to support the National Police				
5.1 Consultant to revise curricula at Santander training school	200	IDB	LCB	1999-I
5.2 Consultant to design education program	500	IDB	ICB	1999-I
5.3 Consultant on traffic control training	1,000	IDB	ICB	1999-II
5.4 Consultant on admission procedures for Santander training school	1,000	IDB-LOCAL	ICB	1999-III
5.5 Consultant to design program to reduce family violence	300	LOCAL	LCB	1999-II
6. Communications strategy (several consultants)	300	IDB	DC	1998-III
7. COLCIENCIAS 15 (US\$100/study)	1,500	IDB-LOCAL	LCB	1998-2001
8. Program publicity, administration and monitoring Several consultants (10 x US\$700/year)	700	IDB-LOCAL	DC	1998-2000
PROCUREMENT OF EQUIPMENT				
1. Software acquisitions for INMLCF	200	IDB	ICB	1999-I
2. Computers for INMLCF	2,500	IDB	ICB	1999-II
3. Acquisitions for police: computers and software for informations systems	500	IDB-LOCAL	ICB	

DESCRIPTION	AMOUNT US\$000	SOURCE	PROCUREMENT METHOD	NOTICE
4. Computers and software for other programs for National Police	1,000	LOCAL	ICB	
5. Publicity, administration and monitoring (computers and software)	300	LOCAL	ICB	1999-IV
Subtotal	6,700			
6. Unallocated				
6.1 FONADE line of credit	13,050	IDB-LOCAL		
6.2 Technical-assistance fund	2,600	IDB		
Total	34,000			

PROPOSED RESOLUTION

COLOMBIA. LOAN ____/OC-CO TO THE REPUBLICA DE COLOMBIA
(Support for Civic Coexistence and Citizen Security)

The Board of Executive Directors

RESOLVES:

That the President of the Bank, or such representative as he shall designate, is authorized, in the name and on behalf of the Bank, to enter into such contract or contracts as may be necessary with the Republica de Colombia, as Borrower, for the purpose of granting it a financing to cooperate in the execution of a program for Support for Civic Coexistence and Citizen Security. Such financing will be for the amount of up to twenty million United States of America dollars (US\$20,000,000), from the Single Currency Facility of the ordinary capital resources of the Bank, and will be subject to the "Special Contractual Conditions" and the "Terms and Financial Conditions" set forth in the Executive Summary of the Loan Proposal.

PROPOSED RESOLUTION

COLOMBIA. LOAN ___/OC-CO TO THE DISTRITO CAPITAL SANTAFE DE BOGOTA
(Support for Civic Coexistence and Citizen Security)

The Board of Executive Directors

RESOLVES:

That the President of the Bank, or such representative as he shall designate, is authorized, in the name and on behalf of the Bank, to enter into such contract or contracts as may be necessary with the Distrito Capital Santafé de Bogotá, as Borrower, and the Republic of Colombia, as Guarantor, for the purpose of granting the former a financing to cooperate in the execution of a program for Support for Civic Coexistence and Citizen Security. Such financing will be for the amount of up to ten million dollars of the United States of America (US\$10,000,000) from the Single Currency Facility of the ordinary capital resources of the Bank, and will be subject to the "Special Contractual Conditions" and the "Terms and Financial Conditions" set forth in the Executive Summary of the Loan Proposal.

PROPOSED RESOLUTION

COLOMBIA. LOAN ____/OC-CO TO THE MUNICIPALIDAD DE SANTIAGO DE CALI
(Support for Civic Coexistence and Citizen Security)

The Board of Executive Directors

RESOLVES:

That the President of the Bank, or such representative as he shall designate, is authorized, in the name and on behalf of the Bank, to enter into such contract or contracts as may be necessary with the Municipalidad de Santiago de Cali, as Borrower, and the Republic of Colombia, as Guarantor, for the purpose of granting the former a financing to cooperate in the execution of a program for Support for Civic Coexistence and Citizen Security. Such financing will be for the amount of up to twelve million dollars of the United States of America (US\$12,000,000) from the Single Currency Facility of the ordinary capital resources of the Bank, and will be subject to the "Special Contractual Conditions" and the "Terms and Financial Conditions" set forth in the Executive Summary of the Loan Proposal.

PROPOSED RESOLUTION

COLOMBIA. LOAN ____/OC-CO TO THE MUNICIPALIDAD DE MEDELLIN
(Support for Civic Coexistence and Citizen Security)

The Board of Executive Directors

RESOLVES:

That the President of the Bank, or such representative as he shall designate, is authorized, in the name and on behalf of the Bank, to enter into such contract or contracts as may be necessary with the Municipalidad de Medellín, as Borrower, and the Republic of Colombia, as Guarantor, for the purpose of granting the former a financing to cooperate in the execution of a program for Support for Civic Coexistence and Citizen Security. Such financing will be for the amount of up to fifteen million dollars of the United States of America (US\$15,000,000) from the Single Currency Facility of the ordinary capital resources of the Bank, and will be subject to the "Special Contractual Conditions" and the "Terms and Financial Conditions" set forth in the Executive Summary of the Loan Proposal.