Creating economic opportunities in rural communities affected by armed conflict
For more than a decade, **One Earth Future (OEF)** has worked to solve complex problems at the root of armed conflict. Through its unique culture of iterative learning, OEF designs, tests, and brings partners to scale programs that help communities see problems in new ways and solve them collectively.

**PASO Colombia** (Sustainable Peace for Colombia) is a program of **One Earth Future**. Its mission is to identify and develop economic opportunities within communities affected by armed conflict.

Established in 2015, PASO Colombia initially concentrated its efforts in the regions of North Cauca, South Valle del Cauca, and the Paramillo Massif. In 2019 it has national presence.

PASO has created a network of 34 national and international partners from the private and public sectors, working collaboratively to implement two main projects: **Rural Alternative Schools (ERAs)** and **Collaborative Commercial Partnerships (CCPs)**.
The **Rural Alternative Schools** (ERAs) are productive and educational hubs that provide ex-combatants and peasant communities with training, technical assistance, access to land, capital, markets, and promote **Commercial Collaborative Partnerships** (CCPs) to help participants sell their products.

After the first year of implementation of the model, the firm **Cifras & Conceptos** was hired to evaluate the perception and satisfaction of the participants of the ERAs. Using surveys and focus groups, the firm consulted 82 percent of the participants of the seven most developed ERAs in the country.
Participants characteristics

- 69% Ex-combatant
- 31% Peasant community member

Gender:
- 71% Male
- 29% Female

Age:
- 32% 18 to 24
- 40% 25 to 34
- 12% 35 to 54
- 10% 55 to 64
- 6% More than 65 years old

Source: Cifras & Conceptos, ERAs satisfaction and perception survey | Base: 186 surveys.
¿How can you rate your experience in the ERA?

- Very positive: 30%
- Positive: 60%
- Neither positive nor negative: 9%
- Negative: 1%

ERAs satisfaction and perception survey | Base: 186 surveys.
Problem:
• Low approval rates of productive projects presented by ex-combatants.
• Existing projects are not articulated with value chains.

Solution:
• PASO Colombia brings into play the interaction of labor, land, knowledge, capital and markets, and connects to value chains.
• Jobs generated benefit ex-combatants and communities.

Are the ERAs a good option for economic reincorporation?

Source: Cifras & Conceptos, ERAs satisfaction and perception survey | Base: 186 surveys.
What kind of productive initiatives are being developed in the ERAs?

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orchard</td>
<td>69%</td>
<td>31%</td>
</tr>
<tr>
<td>Fertilizer production</td>
<td>49%</td>
<td>51%</td>
</tr>
<tr>
<td>Crops</td>
<td>75%</td>
<td>25%</td>
</tr>
<tr>
<td>Animal husbandry</td>
<td>66%</td>
<td>34%</td>
</tr>
</tbody>
</table>

On a scale of 1 to 5, where 1 is deficient and 5 excellent: How would you rate each project? (Applies to those who answered yes in the previous question)

- Economic Reincorporation
  - Excellent: 27%
  - Good: 45%
  - Neutral: 8%
  - Not good: 17%
  - Deficient: 3%
  - Base: 129 surveys.

- Orchard
  - Excellent: 37%
  - Good: 45%
  - Neutral: 9%
  - Not good: 9%
  - Deficient: 9%
  - Base: 91 surveys.

- Crops
  - Excellent: 29%
  - Good: 53%
  - Neutral: 5%
  - Not good: 11%
  - Deficient: 1%
  - Base: 140 surveys.

- Animal husbandry
  - Excellent: 29%
  - Good: 50%
  - Neutral: 11%
  - Not good: 9%
  - Deficient: 2%
  - Base: 123 surveys.

Source: Cifras & Conceptos, ERAs satisfaction and perception survey | Base: 186 surveys.
## Economic Reincorporation

### What kind of productive initiatives are being developed in the ERAs?

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pisciculture</strong></td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td><strong>Support to productive infrastructure</strong></td>
<td>45%</td>
<td>55%</td>
</tr>
<tr>
<td><strong>Support to merchandising</strong></td>
<td>43%</td>
<td>57%</td>
</tr>
</tbody>
</table>

### On a scale of 1 to 5, where 1 is deficient and 5 excellent: How would you rate each project?

(Appplies to those who answered yes in the previous question)

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Excellent</th>
<th>Good</th>
<th>Neutral</th>
<th>Not good</th>
<th>Deficient</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pisciculture</strong></td>
<td>37%</td>
<td>48%</td>
<td>9%</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td><strong>Support to productive infrastructure</strong></td>
<td>38%</td>
<td>49%</td>
<td>10%</td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td><strong>Support to merchandising</strong></td>
<td>31%</td>
<td>49%</td>
<td>11%</td>
<td>9%</td>
<td></td>
</tr>
</tbody>
</table>

Base: 93 surveys

Base: 84 surveys

Base: 80 surveys

Source: Cifras & Conceptos, ERAs satisfaction and perception survey | Base: 186 surveys.
Economic Reincorporation

What kind of support materials have been received to develop productive projects in the ERAs?

- **Seeds**
  - Yes: 84%
  - No: 16%
  - Excellent: 28%
  - Good: 48%
  - Neutral: 12%
  - Not good: 10%
  - Deficient: 3%
  - Base: 156 surveys

- **Tools**
  - Yes: 71%
  - No: 29%
  - Excellent: 39%
  - Good: 49%
  - Neutral: 8%
  - Not good: 3%
  - Deficient: 3%
  - Base: 132 surveys

- **Machinery**
  - Yes: 41%
  - No: 59%
  - Excellent: 36%
  - Good: 52%
  - Neutral: 7%
  - Not good: 3%
  - Deficient: 3%
  - Base: 77 surveys

- **Irrigation system**
  - Yes: 25%
  - No: 75%
  - Excellent: 34%
  - Good: 49%
  - Neutral: 4%
  - Not good: 9%
  - Deficient: 4%
  - Base: 47 surveys

- **Building material**
  - Yes: 45%
  - No: 55%
  - Excellent: 30%
  - Good: 60%
  - Neutral: 4%
  - Not good: 5%
  - Deficient: 2%
  - Base: 84 surveys

On a scale of 1 to 5, where 1 is deficient and 5 excellent: How would you rate its quality?
(Applies to those who answered yes in the previous question)

Source: Cifras & Conceptos, ERAs satisfaction and perception survey | Base: 186 surveys.
Problem:
• Unqualified labor.
• Low access to training and technical assistance.

Solution:
• Tailor made on-the-job training according to the needs of each productive project.
• Permanent technical assistance with agricultural experts.

In your opinion, the technical assistance delivered in the ERAs projects has been:

- Excellent: 30%
- Good: 49%
- Neutral: 11%
- Not Good: 7%
- Deficient: 3%

Source: Cifras & Conceptos, ERAs satisfaction and perception survey | Base: 186 surveys.
Access to Knowledge

What type of training have you received in the ERAs?

- **Agricultural training**
  - Yes: 75%
  - No: 25%

- **Organizational strengthening**
  - Yes: 38%
  - No: 62%

- **Food preparation**
  - Yes: 28%
  - No: 72%

- **Finance and administration**
  - Yes: 26%
  - No: 74%

- **Other**
  - Yes: 5%
  - No: 95%

On a scale of 1 to 5, where 1 is deficient and 5 excellent: How would you rate its quality?

(Applies to those who answered yes in the previous question)

- **Excellent**
- **Good**
- **Neutral**
- **Regular**
- **Deficient**

**Agricultural training**
- Excellent: 37
- Good: 54
- Neutral: 13
- Regular: 8
- Deficient: 1
Base: 113 surveys

**Organizational strengthening**
- Excellent: 19
- Good: 31
- Neutral: 5
- Regular: 3
Base: 58 surveys

**Food preparation**
- Excellent: 14
- Good: 24
- Neutral: 5
Base: 43 surveys

**Finance and administration**
- Excellent: 18
- Good: 16
- Neutral: 2
- Regular: 4
Base: 40 surveys

**Other**
- Excellent: 3
- Good: 41
Base: 8 surveys

Source: Cifras & Conceptos, ERAs satisfaction and perception survey | Base: 186 surveys.
Problem: Limited access to land for peasants

Solution: PASO has shifted the emphasis from property to use. Alternative modalities to provide access include renting, communitarian associations, bailment agreements, joint ventures, among others.

We are working towards the establishment of land funds for productive projects.

Do you have access to land for agricultural/productive activities?

- Yes: 84%
- No: 16%

What kind of land access?

- Rented: 31%
- Communitarian: 31%
- Own: 15%
- Borrowed (given by bailment): 15%
- Familiar: 4%

Source: Cifras & Conceptos ERAs satisfaction and perception survey | Base: 186 surveys.
Organizational Strengthening

Problem:
Fragile productive organizational structures among ex-combatants and peasants

Solution:
PASO Colombia strengthens local cooperatives, associations and intercommunal dialogue.

¿Are you member of a cooperative or association?
- Yes: 85%
- No: 15%

¿Are you member of the Coordinating Committee in the ERA/Farm?
- Yes: 61%
- No: 39%

Source: Cifras & Conceptos, ERAs satisfaction and perception survey | Base: 186 surveys.
When conflicts arise in the ERA, normally they are solved by:

- Dialogue and agreements among participants: 91%
- The ERA/Farm committee: 27%
- The ERA/Farm leader: 20%
- PASO Colombia: 8%
- Other Organizations (UNDP, Governorship, Municipality): 3%
- The Police: 1%
- Other: 3%

How are the most important decisions made in the ERAs?

- Consensus among all the participants: 83%
- ERA/Farm Coordinator: 4%
- ERA/Farm Committee: 4%
- PASO Colombia: 3%
- Other: 3%

Source: Cifras & Conceptos, ERAs satisfaction and perception survey | Base: 186 surveys.
Organizational Strengthening

¿From the following organizational processes of the ERA, in which activities have you participated?

<table>
<thead>
<tr>
<th>Activity</th>
<th>Yes (%)</th>
<th>No (%)</th>
<th>Very positive</th>
<th>Positive</th>
<th>Neither positive nor negative</th>
<th>Negative</th>
<th>Very Negative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitoring projects</td>
<td>64</td>
<td>36</td>
<td>23</td>
<td>68</td>
<td>6</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Decision-making processes</td>
<td>67</td>
<td>33</td>
<td>22</td>
<td>70</td>
<td>5</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Administrative activities</td>
<td>42</td>
<td>58</td>
<td>17</td>
<td>70</td>
<td>8</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>ERA/Farm Planning</td>
<td>67</td>
<td>33</td>
<td>19</td>
<td>70</td>
<td>10</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

Source: Cifras & Conceptos, ERAs satisfaction and perception survey | Base: 186 surveys.
Organizational Strengthening

I feel that my partners in the ERA are willing to help me if I face problems:

- Always: 58%
- Almost always: 31%
- Occasionally: 5%
- Very little: 5%

Through your participation in the ERA, do you feel free to express your problems/concerns and feel listened by:

- Partners in reincorporation process: 88% Yes, 12% No
- Community members: 87% Yes, 13% No
- ERA Coordinator: 83% Yes, 17% No
- Teachers and technical trainers: 75% Yes, 25% No

Source: Cifras & Conceptos, ERAs satisfaction and perception survey | Base: 186 surveys.
Since my participation in the ERA, my trust in ______ has ____:

<table>
<thead>
<tr>
<th>Sector</th>
<th>Improved a lot</th>
<th>Improved</th>
<th>Remained the same</th>
<th>Fallen slightly</th>
<th>Worsened</th>
<th>DK/DA</th>
</tr>
</thead>
<tbody>
<tr>
<td>PASO Colombia</td>
<td>41%</td>
<td>45%</td>
<td>6%</td>
<td>3%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>Excombatants</td>
<td>39%</td>
<td>39%</td>
<td>17%</td>
<td>5%</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>Community members</td>
<td>27%</td>
<td>48%</td>
<td>21%</td>
<td>3%</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>International Organizations</td>
<td>14%</td>
<td>46%</td>
<td>28%</td>
<td>4%</td>
<td>1%</td>
<td>8%</td>
</tr>
<tr>
<td>Former guerrilla leaders</td>
<td>19%</td>
<td>24%</td>
<td>23%</td>
<td>3%</td>
<td>1%</td>
<td>31%</td>
</tr>
<tr>
<td>Private sector</td>
<td>3%</td>
<td>20%</td>
<td>51%</td>
<td>12%</td>
<td>6%</td>
<td>8%</td>
</tr>
</tbody>
</table>

Source: Cifras & Conceptos, ERAs satisfaction and perception survey | Base: 186 surveys.
Social Capital

Since my participation in the ERA, my trust in ______ has ____:

- **Improved a lot**
- **Improved**
- **Remained the same**
- **Fallen slightly**
- **Worsened**
- **DK/DA**

<table>
<thead>
<tr>
<th></th>
<th>Improved a lot</th>
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<th>Worsened</th>
<th>DK/DA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Army</strong></td>
<td>3%</td>
<td>31%</td>
<td>36%</td>
<td>22%</td>
<td>7%</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Local Gov</strong></td>
<td>3%</td>
<td>28%</td>
<td>28%</td>
<td>23%</td>
<td>16%</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Regional Gov</strong></td>
<td>4%</td>
<td>22%</td>
<td>34%</td>
<td>24%</td>
<td>14%</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Police</strong></td>
<td>2%</td>
<td>23%</td>
<td>42%</td>
<td>22%</td>
<td>9%</td>
<td>3%</td>
</tr>
<tr>
<td><strong>National Gov</strong></td>
<td>2%</td>
<td>14%</td>
<td>27%</td>
<td>26%</td>
<td>28%</td>
<td>2%</td>
</tr>
</tbody>
</table>

(Source: pasocolombia.org)
Social Capital

Your current personal security condition has:

- 40% Improved a lot
- 39% Remained the same
- 14% Fallen slightly
- 8% Worsened

Source: Cifras & Conceptos, ERAs satisfaction and perception survey | Base: 186 surveys.