

FINAL EVALUATION OF THE PROJECT “INTEGRAL SUPPORT FOR UPROOTED PEOPLE IN THE DEPARTMENTS OF HUILA AND CAQUETÁ (AIPODE) 2007-2009”

Final Report

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EXECUTIVE SUMMARY

The problem of Internal Displacement has worsened the humanitarian crisis in the country, which - as well as producing serious social, political and cultural ruptures - also increases the levels of social fragmentation. The Project “Integral Support for Uprooted Peoples in the Departments of Huila and Caquetá (AIPODE) 2007-2009” sought to respond to this situation by providing an integrated response in three areas of intervention: social integration, economic security and political advocacy.

The AIPODE project constituted an alternative approach that used psycho-social, legal and business tools to work with the displaced and vulnerable populations. The evaluation analysed the coordination between the project coordinator and the teams that worked in each municipality providing technical support to the beneficiaries¹. It found that there was a high level of cohesion in the project that was reflected in the levels of coordination and articulation between the project coordinator and technical teams. Unfortunately, however, the response of the local and regional authorities was poor, an aspect that may be explained by the fact that before the project the authorities were ill-informed about displacement and had failed to prioritise the problem.

The psycho-social support provided by the project was of vital importance in advancing towards the restitution of rights to the target population, the restoration of the social fabric and improving the mental health of the population. The small businesses² have increased the levels of stability and protection experienced by the participants in the areas where they live, in as much as they have come to understand and value the routes to achieving the services they require. They have also understood that working in solidarity with their comrades in their businesses provides a solid basis for their interaction with the rest of the community although they still need to improve their administrative and management skills if they are to successfully develop as small businesspeople; the project made progress in re-establishing stability and hope for the displaced and vulnerable populations. The local private organisations responded well to their needs, while the response of the public bodies was less adequate.

The evaluation recognises that the project fulfilled its original proposal of attending to the vulnerable and displaced populations, but it should be borne in mind that a permanent process of technical accompaniment focused on the development of public policies and the strengthening of local organisations will be necessary if a sustainable rights-based contribution to community stabilisation is to be achieved.

The small businesses require intense accompaniment in management and an aggressive plan to strengthen capacity. The evaluation suggests planning to identify funding for a second phase of the project so that the achievements of the first phase may be consolidated in the future.

¹ The term municipality is used rather than town or city because the municipal jurisdiction covers rural as well as urban areas. Translator's Note

² As in the original Spanish version of the report, different terms are used to describe the income generating initiatives that constituted an important part of the project: "small businesses", "productive projects", "income generation activities" etc (Translator's Note).

INTRODUCTION

This report presents the findings, lessons learnt and recommendations that emerged from the final evaluation of the project “Integral Support for Uprooted People in the Departments of Huila and Caquetá (AIPODE) 2007 - 2009”. The evaluation examined the following aspects of the project: pertinence, effectiveness, efficiency, results, quality, impact and sustainability. It also evaluated the effects on the living conditions of the beneficiary population.

The AIPODE project was intended to “contribute to community and economic stabilisation of the displaced and vulnerable beneficiary population”³ by focusing on three areas of intervention designed to achieve social integration, economic security and an effective, integrated, response to the social problems of the population from state and non-state entities. The project worked with 512 displaced and vulnerable families (female heads of household, women, young people and people with disabilities) living in the municipalities of Neiva and Garzón in the Department of Huila, and Florencia in Caquetá.

The *Secretariado Nacional de Pastoral Social* (National Secretariat for Pastoral Outreach, SNPS)/ Caritas Colombia, and the Catholic Agency for Overseas Development: England and Wales (CAFOD), developed the AIPODE proposal as an alternative approach designed to overcome the structural humanitarian crisis generated by the internal armed conflict and by the situation of extreme poverty. The project adopted an integral approach with a preventive focus, designed to re-establish and develop community relations, encourage community development and guarantee satisfaction of the innate rights of the men and women living in the target municipalities.

The project was co-financed by CAFOD, the Dutch Catholic Relief and Development Agency CORDAID, and the European Union. It was developed in a context of armed conflict and vulnerability, in response to which it sought to develop an integral and participatory process designed to increase social inclusion. The project was able to build confidence between members of the communities involved and to create scenarios that increased social harmony and cooperation and strengthened the social fabric by developing community plans, and by providing legal assistance and permanent training in relevant areas.

In order to develop the evaluation, a representative sample of 31 beneficiaries (individuals, families and groups) and 14 small businesses was chosen at random, which permitted generalisations to be made about the way in which the project functioned. Workshops were also organised and validated psychometric instruments applied to measure psychological aspects. The evaluation team also conducted a series of interviews with members of the technical team, the coordinator, and representatives of the co financing organisations, community leaders and employees of local and regional service providers.

3 Secretariado Nacional de Pastoral Social/Caritas Colombia, Project Atención Integral a Población Desarraigada de los Departamentos de Huila and Caquetá, Marco lógico de intervención, Mimeo, Bogotá Junio 2006.

The report was produced by an external evaluation team and developed according to strictly ethical scientific and social criteria. The members of the team hope that it will contribute to the construction of peace and non-violent community life that is central to the AIPODE philosophy and which we wholeheartedly support.

The evaluation has been prepared with the financial support of the European Community; its content is the exclusive responsibility of CAFOD and the SNPS and should not be construed as reflecting the views of the European Union.

BACKGROUND

In order to establish a reliable interpretation of the achievements, lessons learned and difficulties of the project it was first necessary to understand the social and legal context which led to the identification of the objectives through which it was hoped to favour the vulnerable and displaced population.

The geographical area in which the AIPODE project was implemented - comprising, the municipalities of Neiva and Garzón (Huila) and Florencia (Caquetá), forms a part of the Ecclesiastical Region known as Tolima Grande⁴. For over forty years it has been the scenario of powerful social, armed, political and economic conflicts that have obliged the population to live in poverty and amid permanent war and violence, despite the natural resource and human richness to be found there. The project was developed in a situation of particular complexity, resulting principally from the proliferation of illegal armed groups that have systematically violated human rights and committed infractions of International Humanitarian Law. The region is particularly affected by the presence of the “Teófilo Forero” *columna móvil* (mobile unit) of the FARC-EP, whose violent actions against the civilian population result from their interest in controlling territory and drug trafficking routes.



Map 1. Area of Influence of the Project Source: Prepared by the Evaluation Team

This situation of ongoing conflict has worsened the humanitarian problem in the country, manifested in the process of forced internal displacement, a phenomenon which, as well as producing serious, uncontrollable, social, political and cultural dislocation, leads to increased social fragmentation. It should be pointed out that the Colombian state has developed a normative framework of prevention, protection and support for the population that is displaced or at risk of displacement⁵. But the

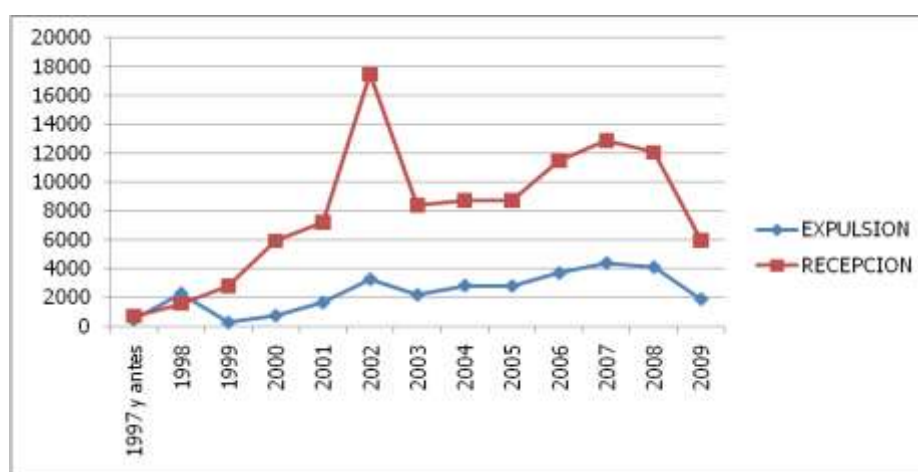
⁴ The Tolima Grande Ecclesiastical Jurisdiction covers 541,772 km² in the Arch-Diocese of Ibagué, and the Dioceses of Líbano-Honda, Espinal, Girardot, Neiva, Garzón and Florencia as well as the el Vicariate of San Vicente – Puerto Leguizamo. The region contains 157 municipalities and 323 parishes in five Departments: Tolima, Huila, Caquetá, south western Cundinamarca and eastern Putumayo.

⁵ Law 387 of 1997, Regulatory Decree 2569 of 2000 and Decree 2007 of 2001. Also important is the Constitutional Court Sentence T-025 of 2004, which – along with a series of Acts confirming the Sentence - ordered the government to attend to the displaced population. See also the pronouncements by the

response has been weak, characterised by inertia in providing specialised responses to the displacement crisis; the focus is inadequate to the challenges posed⁶.

According to information provided by the Information System on the Displaced Population (SIPOD) maintained by the Presidential Agency for Social Action and International Cooperation, between 1997 and 2009, 104,000 people were displaced, most of whom came from the departments of Putumayo, Caquetá, and Huila. This population is equivalent to a third of the population of Neiva or all the inhabitants of Garzón. Florencia is the recipient of the greatest number of displaced, having received 61,360 people during the period. Over the same period, 28,000 people have been forced to leave the three municipalities (See Graph 1 and Appendix 1).

Graph 1 Tendencies in Reception and Expulsion in the Municipalities of Neiva, Garzón and Florencia (1997-2009)



Source: SIPOD (2009)

(Note: 1997 y antes = 1997 and before / Recepcion = Reception)

The municipalities where the project was implemented are marked by high levels of poverty and unemployment. In Neiva the index of unsatisfied basic needs (NBI) is 32%, meaning that almost a third of the population has inadequate access to food, housing and clothing, and/or services (water, sewerage, energy supply, health and education). Furthermore, Neiva's mayoral office has found that "52.6% of the population lives below the poverty line, and 26.6% in extreme poverty, while 15.68% are unable to cover their basic needs in terms of calorific and nutritional intake"⁷. According to data provided by the DANE's 2009 *Gran Encuesta Integrada de Hogares* (Overall Household Survey) (2009), unemployment in Neiva stood at 14.4%, and underemployment at

Procuraduría General de la Nación, the *Contraloría General de la República* and International Cooperation Organisations all of which have urged that the government should comply with the UN Principles on Displacement and guarantee human dignity.

⁶ The *Contraloría General de la República* has indicated that "humanitarian attention is temporary and its effect should be complemented through the generation of opportunities for displaced families so that they may look after themselves by acquiring the tools that will allow them to generate income. This is an area where state programmes have had little impact, and is the principal condition used to determine whether a person is displaced" (Observations of the *Contraloría General de la República*, cited by the Constitutional Court in Auto 333, 29 November 2006.)

⁷ Alcaldía Municipal de Neiva (2008, pág. 12)

48.1%. The situation is similar in Garzón, where the NBI is 30.9%, while in Florencia it is registered at 61.5%, and inter-census population growth had reached 121% because of its status as principal receptor of the displaced population; unemployment was 12.9%, and underemployment 19.6%.

The AIPODE project emerged in 2006 in response to the difficult situation caused by the violence and poverty that afflicts the population, and as the result of thorough research carried out by the *Pastoral Social* teams in the Neiva, Garzón and Florencia and by CAFOD⁸. The results of the research convinced Pastoral Social and CAFOD to design a proposal intended to offer an integral, inclusive, participatory and sustainable response to the displaced and vulnerable population (women, female heads of household, young people and people with disabilities).

The project agreement was signed in 2006. Implementation began in March 2007 with the preparation of technical studies of potentially viable business ideas, the joint identification with parishes of potential beneficiaries, and the identification of existing state and non-state service provision. Subsequently, in September 2007, a process of psycho-social and legal support was initiated, followed in April 2008 with the start of the economic stabilisation strategy.

The project was intended to strengthen beneficiary capacity by developing three areas of intervention:

- **Social Integration:** this area sought to increase levels of community integration between the displaced and host populations and strengthen the social fabric and grass roots organisations. The area was intended to increase the capacity of the population to demand their rights and of the authorities to provide satisfaction, by providing psychosocial and legal support, integration activities and the design of community action plans.
- **Economic Security:** this area supports economic and productive activities designed to generate tangible income and employment for the beneficiaries. It supported 25 productive initiatives in retail, service provision and agro-industrial activities, developed according to the model of the solidarity economy.
- **Integrated Response (influencing public policy):** this area promoted articulation between local and regional public and private institutions in order to increase the levels of coordination in their responses to the needs of the displaced and uprooted population; it also sought to encourage the beneficiary population to play a role in the construction of municipal life by participating in local and regional decision-making spaces.

⁸ The assessment involved a complete social and economic analysis of the zone, employing 1,848 household questionnaires (54% vulnerable, 46% displaced), through which it was possible to determine the causes of displacement and uprootedness were “the actions of the armed groups, generalised violence, human rights violations, and extreme poverty” (Coopgestion Empresarial, 2006b, p. 155).

INTERNAL STRUCTURE AND ORGANISATION OF THE AIPODE PROJECT

The AIPODE project is an alternative process that provides psycho-social, legal and business support intended to improve quality of life of the displaced and socially vulnerable population.

The evaluation analysed the coordination and articulation between the project coordination team and the technical teams working in the municipalities.

The Technical Teams and Organisational Process

CAFOD is a multilateral organisation and member of the Caritas International Federation; it is committed to the defence and promotion of human rights, especially in lower income countries and those affected by armed conflict and violence. It signed an agreement with the SNPS / Caritas Colombia to implement the AIPODE project, whose central aim was to improve the quality of life of the target population by contributing to a stable and protective environment⁹ for 512 displaced and vulnerable families in the municipalities of Neiva, Garzón, and Florencia. To coordinate and implement the project the SNPS required a professional team as follows:

Central level:

- Project Coordinator
- Accountant
- Secretary
- Driver / Logistician

In each municipality:

- Four staff members qualified in social sciences and economics (lawyer, psychologist, business administrator and agronomist).
- Three outreach workers (one in each municipality).
- Three finance assistants (one in each municipality).

The coordination team was responsible for planning, designing and finalising the technical guidelines of the project as well as monitoring and evaluation procedures. The experience and qualifications of the team allowed it to offer optimum levels of advice and technical support to the teams on the ground, with the result that there was an easy dialogue between beneficiaries, the implementing teams and local and regional entities.

The implementing teams were responsible for planning and running the training and information workshops that were designed to strengthen the communities, providing technical, psychosocial, legal and logistical support to the beneficiaries in the three areas of intervention.

⁹ Secretariado Nacional de Pastoral Social/Caritas Colombia, Project Atención Integral a Población Desarraigada de los Departamentos de Huila and Caquetá, Logical Framework, Mimeo, Bogotá Junio 2006.

“The AIPODE project has got a very good team ... very well qualified professionals ... this has been really helpful because each one of us has contributed our grain of salt so that the families can get on. This has been one of the main strengths [of the project]. Other advantages include the fact that the people have wanted to stop asking for handouts and to become owners of their own businesses I think that when you have good tools things always work out well. The team was very good, very professional, and this was one of the best aspects of the project...” - *Member of the Technical Team, Neiva, Garzón and Florencia.*

The members of the central and local teams were professionals in different disciplines (business and financial administration, engineering and social science), experienced in community work, committed, and capable of responding to the administrative demands of the EU Delegation.

The evaluation found excellent levels of coordination between the central and technical teams. The members of the implementing team were competent in their areas of expertise and generated a supportive working environment to which colleagues and managers contributed equally. The project as a whole displayed high levels of cohesion.

Testimonies provided by some team and community leaders illustrate the levels of empathy between the project staff and the communities.

Independently of the roles assigned to each team member the work of each one was oriented principally to the encouragement and accompaniment of the social and organisational processes of the displaced and/or vulnerable populations, offering insights according to their areas of psychological, social, legal and economic expertise that helped the beneficiary population reflect on their social situation and on the rights that had been violated. As a result they were transformed into social actors capable of promoting and defending their rights and deal assertively with the conflicts that emerged in their families and communities.

The exploratory research, *Estudios Diagnósticos para el fortalecimiento integral de projects de asistencia humanitaria de emergencia para personas internamente desplazadas*¹⁰, carried out in 2002, concluded that through the development of “inter-institutional relationships with local, regional and national organisations it is hoped to encourage or strengthen working networks ... and create links between the regions affected by violence and the national and international organisations that work on these problems”¹¹. This provides a reasonable summary of what the technical team attempted to achieve in Neiva, Garzón and Florencia, strengthening institutions and optimising the support that had hitherto been provided to the displaced and vulnerable population, in the hope of improving their quality of life. It is apparent that the project did indeed encourage a positive response from national-level private and public institutions but failed to reproduce this at local level.

10 *Diagnostic Studies for the Integral Strengthening of Humanitarian and Emergency Projects for Internally Displaced People*

11 Salazar, Carreño and Millán, 2002, p. 46.

On the Planning of the AIPODE Project

Analysis of the process used to plan the project shows it to have been detailed, and well accompanied both by CAFOD and the Pastoral Social departments of the dioceses of Neiva, Garzón and Florencia.

Although the grass roots organisations were consulted during the planning process, it was not apparent that they had been significantly involved in decision-making. According to the Human Development focus, the people to whom the benefits of development programmes and projects accrue should not be seen just as beneficiaries but rather as active subjects who decide and plan what should be done, and carry out the activities, though they do of course require accompaniment and support that strengthens, but does not supplant, their capabilities. Despite this caveat it is clear that the planning process was rigorous though at times it went further than it should have, for example stipulating the different business initiatives that should be developed in each municipality.

During the planning stage the concerns of the dioceses and the COPPAS¹² were taken into account along with the viewpoints of CAFOD, whose interest went beyond funding and included the contribution of ideas, experiences and accompaniment.

One difficulty that was apparent during the planning stage and also in the results was the marked discrepancy between the perceptions of the municipal and departmental administration concerning the problems of the displaced and vulnerable population and the true situation.

“Thanks to the accompaniment we carried out on the ground we were able to establish an initial assessment of the potential and characteristics of the population... There was a difference between what the departmental governments said and the information provided by our assessment. For example, the assessment found there were high levels of illiteracy, while the departmental figures minimised this problem ...” - *Member of the AIPODE planning team.*

Implementation of the AIPODE Project - the Critical Strategy of the Business Initiatives

The previous sections set out the structure and functions of the technical and coordinating teams during the implementation. This section focuses on the implementation of the business initiatives, recognising their important contribution to carrying out the activities and achieving the objectives.

The income generation route, or strategy, followed the established theory of how such business initiatives should be developed, involving the identification, design, selection, financing, implementation, operational activities and monitoring. Each of these stages was developed with rigour and technical detail. However, the evaluation team identified certain important elements:

¹² The COPPAS are Pastoral Social's Parish Committees.

- The technical nature of the process followed guaranteed important benefits.
- The evaluation team considered that demand was overestimated during the process of market analysis, resulting in business plans that were too ambitious for the market realities.

PRINCIPAL FINDINGS OF THE FINAL EVALUATION

The evaluation process was developed using an integral approach that took into account all the scenarios, participants and results. Its fundamental aim was to identify the extent to which the objectives established in the Logical Framework in terms of social integration, organisation, financial aspects, technology transfer and commercialisation as well as the behaviour of the grass roots community organisations and the businesses created as a result of the productive initiatives had been achieved.

A cross-cutting study of the prevailing circumstances affecting the three implementation areas at the core of the project, with an emphasis on programme planning and the tools and instruments, constituted the principal input into the design process.

Outcome 1: Increased Levels of Integration between the Displaced and Host Populations and Strengthened Social Fabric and Community Organisations.

The underlying aim behind the social integration activities was to provide tools that would help the population “control their own destinies”, that is, assume an active role in transforming their personal lives and the structural factors that required change if their quality of life were to improve, understand and assert their fundamental rights, and strengthen the social fabric and community cohesion between the displaced, host and vulnerable populations.

The social integration area also sought to encourage the peaceful resolution of conflicts, aiming to encounter and promote “organised collective actions that acquire meaning from the fact they are governed by collective decisions”.¹³

As a result members of the community assumed equitably apportioned roles whose development strengthens the community by developing shared goals that advanced positive change. This process was made possible thanks to an approach that built on the social, cultural, economic and political factors present in society, as well as individual and collective psychological attributes. For the purposes of this evaluation the most relevant psychological aspects were taken to be self esteem, resilience, community empowerment and coping. These aspects were measured using standardised, validated, instruments, and scores were grouped according to an ordinal scale containing the categories very low, low, medium, high and very high.

The evaluation team assumed that the natural psychological response to recent trauma or events that affect the integrity and increase the vulnerability of an individual will place them in the “very low” category affecting their ability to deal with normal life experiences (the passage from childhood to adolescence, adult experiences, etc) and emotionally powerful events such as death, marriage and birth.

13 Downloaded from <http://www.paisrural.org/materiales/tejiendo-redes/libro3.pdf>

Thus, if the participants score above “very low” part of the change may be attributed to the effects of the project.

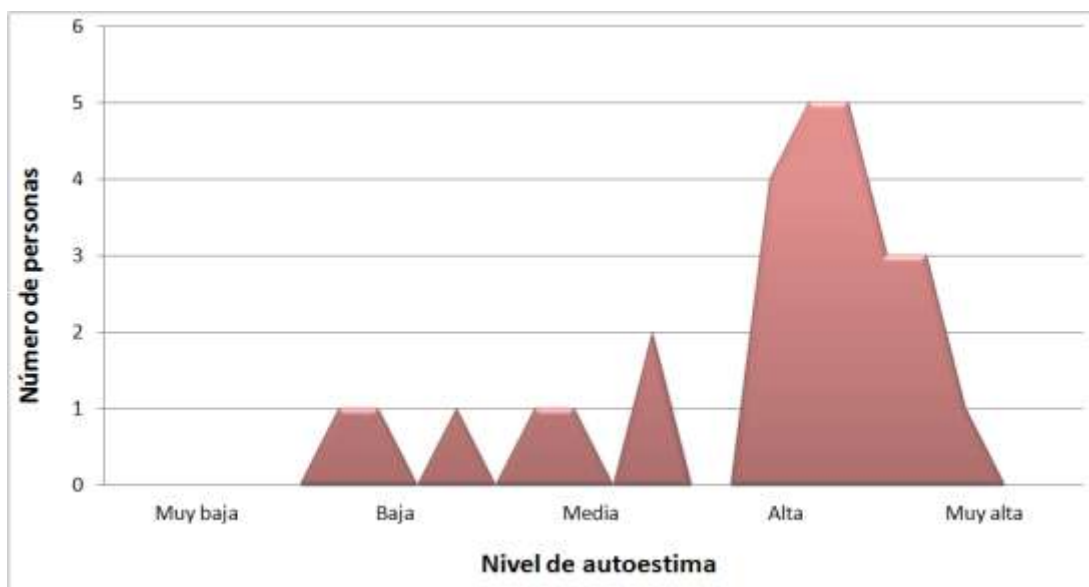
Self Esteem

Self esteem comprises the attitudes that individuals hold about themselves. The value that people give themselves is linked to the quantity or quality of abilities they possess, to their subjective and lasting feelings of respect and approval they feel *towards themselves*. This view is based in part on the value and approval assigned them by others in their immediate social circle. If individuals value themselves positively their self esteem will be high, but if the value they assign themselves is low so will their self-esteem be. When people have high self esteem they are more likely to deal with problematic situations competently and with conviction.

A series of factors are important in helping individuals develop high self esteem or to suffer from its opposite. These include the immediate social and family context, experiences in personal relationships, effectiveness in carrying out tasks, and physical health.

The self esteem of the project beneficiaries was high. However, an analysis of each component of self esteem concluded that the perceived levels did not necessarily mean that their concepts of self and their self image were favourable. The most positive aspects had to do with family relationships and assertiveness in social relations (See Graph 2). These results broken down by municipality show that the highest levels of self-esteem were presented by residents of Florencia and that the lowest levels - though still high - were found in Garzón.

Graph 2: Self Esteem profiles of the Beneficiary Population



Source: Prepared by the Evaluation Team

Translation notes: Numero de personas - Number of People / Nivel de autoestima - Level of self esteem

Very Low

Low

Medium

High

Very High

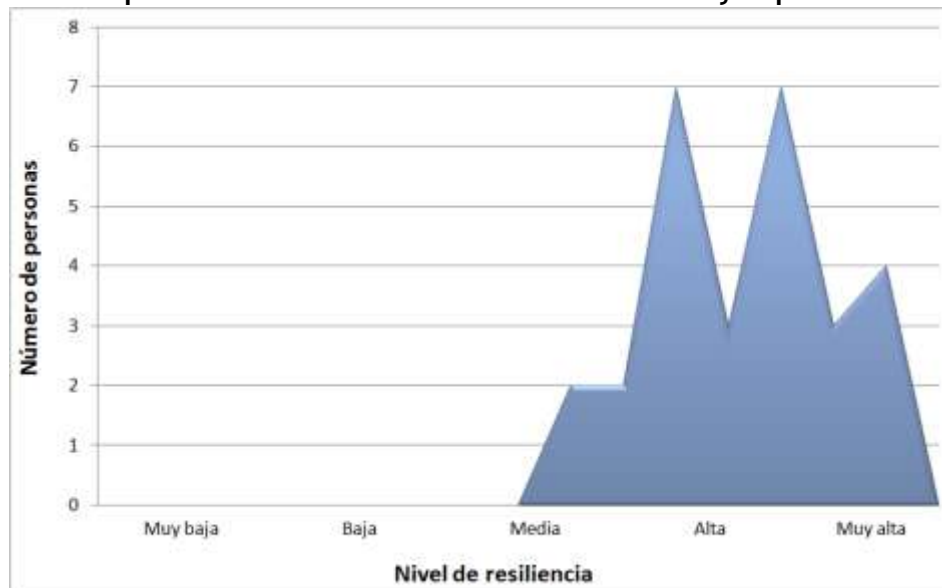
Resilience

This concept, which was first employed in the 1970s by the psychiatrist Michael Rutter was derived from physics. Broadly, it refers to adaptive social flexibility, or the capacity of an individual to rise above the adversity they confront in life through a combination of tenaciousness, positive attitude and socially acceptable behaviour patterns that permit them to make progress towards the best possible quality of life. Other authors define resilience as “a dynamic process that results in positive adaptation in powerfully adverse circumstances”¹⁴, or as a response whereby individuals “activate protective mechanisms...”¹⁵.

When disaster or calamity strikes a community causing suffering and the loss of life and resources it frequently leads to the mobilisation of values of solidarity that make it possible to repair damage and move forward. Thus it is possible to speak not only of individual but of collective or community resilience, involving satisfaction at the sense of belonging to a particular community and the exercise of rights in function of values including solidarity and respect.

According to this point of view it may be stated with confidence that, as a result of the legal and psychosocial support offered by the project, participants acquired new skills that allowed them to confront and resist difficult circumstances in their lives; that is, they developed resilience (See Graph 3). An analysis by municipality does not show any significant difference in levels of resilience.

Graph 3: Profile of Resilience in the Beneficiary Population



Source: Prepared by the Evaluation Team

Translation notes: Numero de personas - Number of People / Nivel de resiliencia - Level of resilience
Very Low Low Medium High Very High

14 Luthar, 2000.

15 Infante, 1997.

Community Empowerment

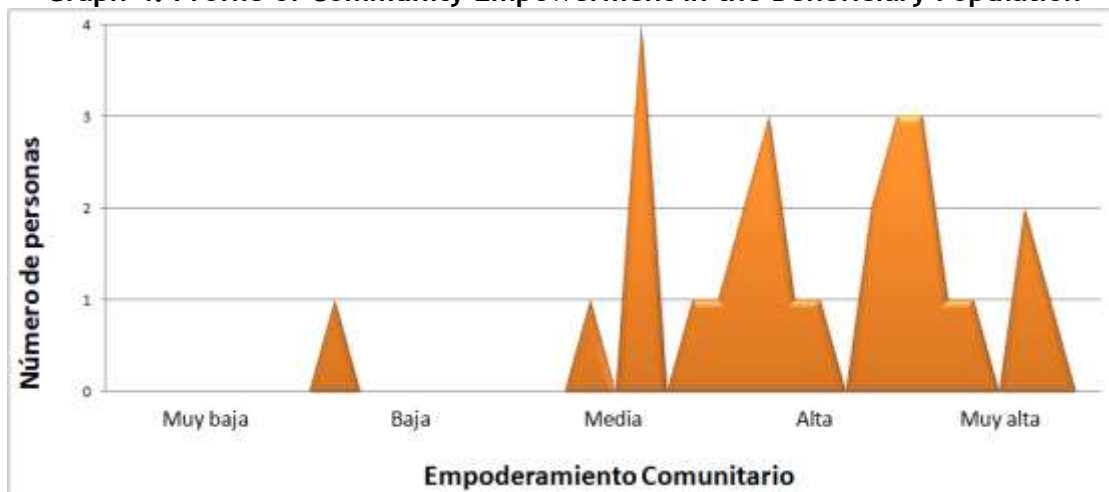
Empowerment is a personal strategy in which leadership and cultural identity play a key role in bringing about important changes in the conduct of others, resulting in changes in overall social reality. The concept is complex, involving varied aspects and is, in addition, still undergoing a process of development.

According to Fumero¹⁶, community empowerment may be defined as a collection of abilities, capacities and skills that enable individuals to participate actively in social change within their communities.

The importance of community empowerment in processes of social change lies in the fact that “the mechanisms required to strengthen communities are always nourished by the basic principles of respect for community values, knowledge, culture and decision-making”¹⁷. Thus, it is the responsibility of technical teams in projects such as AIPODE to provide adequate training and information to members of communities so that they are able to assume these positive roles - roles that frequently are not developed not because no one has the ability but because of a lack of community knowledge and ownership.

The implementation of a project such as AIPODE requires a process of strengthening of the social fabric. The results of an analysis of this factor demonstrate that the beneficiaries possessed high levels of community empowerment. That is, they showed that they were able to understand and control personal, social, economic and political interests and to employ them to improve their situation (See Graph 4). An analysis of empowerment levels broken down by municipality does not show significant variations.

Graph 4: Profile of Community Empowerment in the Beneficiary Population



Source: Prepared by the Evaluation Team

Translation notes: Numero de personas - Number of People /Empoderamiento Comunitario - Community Empowerment
Very Low Low Medium High Very High

¹⁶ Fumero, 1999.

¹⁷ Restrepo, H., 2000.

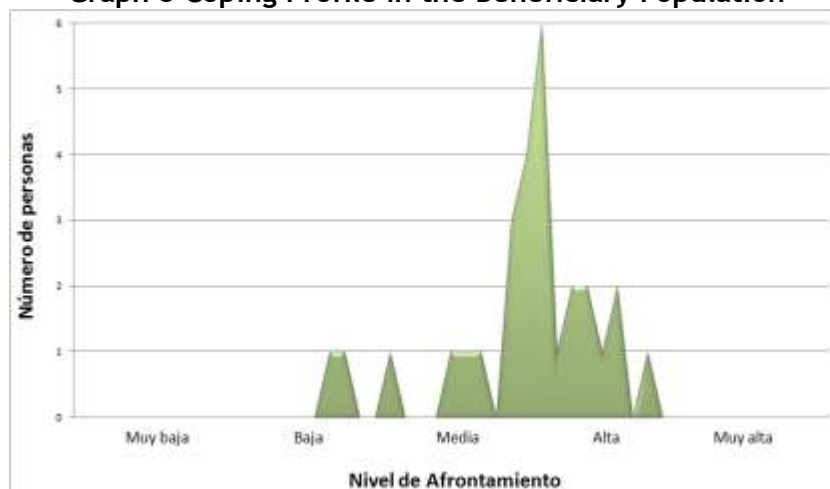
Coping Strategies

Interactions between individuals in their shared social environment result in consequences that may be viewed negatively or positively. If they are considered negative, some individuals will be able to take the fact on board without there being too much effect on their daily lives. However, if a person does assign significance to the negative consequences there will inevitably be an imbalance between their actual and perceived ability to deal both with the challenges and other perceived and objective demands present in the daily environment. Thus, coping is one among several psychological resources that all people use to influence their quality of life and sense of psychological well-being.

There are two kinds of coping strategies. The first is centred on the problem itself, where the individual focuses on responding to the situation, seeking solutions to the problems that have produced imbalance in their lives. These strategies may include confrontation or seeking social support or searching for solutions. The second kind of strategy focuses on the emotions that are derived from the stressful situation; they include self-control, distancing, positive re-evaluation of the situation, psychological guilt and escape or avoidance.

The psychological impact of violent events, displacement and social vulnerability, create emotional and psychological crises in their victims. Individualised psychological interventions and spaces of social interaction, while they provide strength, and may repair damage done to individuals and groups, consume much time and require constant monitoring. The project developed psycho-social activities that were, as is clear from the results, positive for the beneficiary group. However, it is important and necessary to follow up on individual cases to ensure continued positive mental health. The ability to cope is one of the aspects that is most severely affected by difficult circumstances and for this reason the evaluation team considers the interventions to have been successful, as coping levels vary between medium and high (See Graph 5). Analysed by municipality, coping levels appear to be higher in Florencia and Neiva.

Graph 5 Coping Profile in the Beneficiary Population



Source: Prepared by the Evaluation Team

Translation notes: Numero de personas - Number of People / Nivel de Afrontamiento - Coping Levels.
Very Low Low Medium High Very High

Findings

- Psycho-social support is very important for the socially vulnerable and displaced population if they are to begin to restore their quality of life, and as a first step in the reconstruction of the social fabric and of collective mental health. In Colombia, there are very few state-led projects with a mental health focus. Such interventions tend to be focused on particular population groups and to emerge in the context of projects with similar structure and objectives to AIPODE. Therefore, the pertinence of this area of work lies in the sustained and high quality psycho-social work developed with the beneficiary population.
- The fact that the target population felt secure and supported by a project that was working to benefit them and to help them improve their living conditions had positive effects visible in increased social integration and economic security; the results of the part of the evaluation that focused on the mental health of the target population illustrate these improvements. However, it is important to remember that such benefits are not always easy to maintain over time.
- Interviews carried out with team members coincided in saying that “the historical poor and the displaced don’t fight any more” and “...work teams were established thanks to the productive projects”. This suggests that the success of the mental health work had positive impacts on the other areas of the project.
- It is important to note that people who have suffered violence or had their rights violated, for example by forced displacement, are affected in many ways. People who have not been forcibly displaced but nevertheless are living in socially or economically vulnerable circumstances also suffer psychologically: both population groups experience difficulties adapting to their circumstances. One of the most important effects of the project has been to provide the beneficiaries with techniques that have enabled them to deal with this process of adaptation.
- At the beginning of the implementation process leaders who in one way or another had initiated work in favour of the vulnerable population were identified; the project made it possible to help these leaders develop their potential jointly with their peers and land to strengthen their role.
- The project decided to work with *Juntas de Acción Comunal* (Community Action Boards, or JACs¹⁸) that were already operating in the municipalities in the hope of improving their capacity. However, the evaluation did not find that the process had been successful, given that the presidents of the JACs interviewed in Neiva did not mention any contribution made by the project to their consolidation, while in Garzón the JACs the project worked with no longer existed at the time of the evaluation and in Florencia it was not possible to

¹⁸ The *Juntas de Acción Comunal* are legally constituted community organisations, created in the 1960s. They exist to facilitate social participation in the development of projects designed to benefit the Colombian population (Translator's Note)

conduct interviews with the presidents as they argued that they were “attending to JAC business” and engaged in activities associated with the electoral period.

- The AIPODE project worked hard to use the training provided to the JACs to strengthen community leadership but it proved impossible to overcome the existing social and political ties and contacts of these leaders and the clientelistic practices they engage in.
- The evaluation demonstrated that women play proactive leadership roles within the JACs and other participation spaces, and are vital to their consolidation and the decisions they take.
- Although the participation of young people was included in the design of the project it proved to be limited.
- The legal support provided - with the collaboration of the *Defensoría del Pueblo* (Human Rights Ombudsman's Office) - provided the beneficiaries with full and complete information on the legal framework relevant to displacement and social vulnerability, enabling them to demand their legal entitlements, and with sufficient knowledge to resolve their disputes adequately. Interviews with beneficiaries in each of the three municipalities emphasised the positive view they had of the psycho-social and legal support received because of the vital role it played in gaining access to services and economic and social protection from state institutions.
- According to the beneficiaries, the greatest social advances obtained as a result of the project were related to the construction of identity on the basis of self-recognition and the recognition of others, the creation of spaces where the different beneficiaries involved in urban and rural economic initiatives could get to know each other, the growing understanding of their rights, and the opportunity to gain technical knowledge.

OUTCOME 2: Increased Economic Security among the Target Population

Bearing in mind the different social, political and economic conflicts that affect the population with which the AIPODE project proposed working, it was decided to develop an area that would focus on economic security. This was a correct decision, as if it were to prove possible to generate a regular and sustainable income, increased wellbeing would result. Income is a means to gain access to goods and services available in the market that in turn permits improved levels of nutrition, health, education, dignified housing, and healthy leisure activities.

In a situation of vulnerability, actions that help people to acquire knowledge about leadership and management techniques can increase self-esteem, improve relationships with the community at large, generate empowerment, and increase a sense of rootedness and social inclusion.

“I had never worked in a group before, and on a personal level I have changed a lot, because I was an explosive person before and I worked alone”. - **Woman beneficiary, Neiva.**

The evaluation of this part of the project analysed its pertinence, effectiveness, efficiency, products or results, quality, impact and sustainability. In order to evaluate these criteria the community assessments produced as a part of the project were analysed, interviews conducted, and testimonies taken and analysed alongside the results of the Quality of Life Index (QLI) and the Organisational Capacity Index (OCI) of the businesses that had been created.

Pertinence of the Outcome

The analysis of the area's pertinence took into account the definition that appeared in the Terms of Reference:

- 1. Assess the objectives and results of the programme in the light of the identified needs of the project's target population.*
- 2. Assess the support offered to the groups with greatest needs.*

In order to advance with the evaluation, the project objectives were examined along with the needs that had been identified at the start. They were analysed according to the topics that were most frequently mentioned in the community assessments:

Objectives

- Contribute to the ability of the displaced and vulnerable population in the municipalities of Neiva and Garzón (Huila), and Florencia (Caquetá) to improve their living conditions in a stable and protective environment.
- Help to create community, social and economic stability for the displaced and vulnerable population participating in the project.

Identified Needs

- Access to credit.
- Training in project design.
- Fundraising for projects.
- Business training.
- Access to land

In relation to the assessment of the objectives in the light of needs, it is important to emphasise that for the beneficiaries it was absolutely clear that if the project had not included a focus on income generation it would not have had credibility:

“A project of this kind without productive activities isn't a project at all, because if that part had been missing perhaps we'd have improved socially, but the productive projects also helped us to make money and to learn how to express ourselves and improve some aspects of how we were as people ... the courses and the training are important but if that had been all, without the productive projects, then ... however much we know, if we don't have money we're not going to get anything done either ... if we just get training but don't apply what we've learnt in a business then everything is left unfinished”. - *Woman beneficiary, Garzón.*

The generation of employment and better access to financing in order to be able to implement business ideas constitute a methodology of direct investment in social harmony at community-level and in sustainable life-styles. Furthermore, by creating employment the project sought to propitiate a competitive environment and enable the community to offer goods and services in the marketplace.

The AIPODE project correctly recognised and built on natural and human richness as the basis for developing two kinds of income generating businesses: one linked to urban and the other to rural development. All sought, to a greater or lesser degree, to take advantage of existing commercialisation chains in an effort to increase the circulation of goods and services and improve the quality of life of the beneficiary population.

The field work and interviews carried out by the evaluation team confirmed that the area did encourage economic autonomy and empowerment, leading to the creation of independent development actors, and to the production of surpluses for sale in the market; it strengthened a culture of work and social stability in the communities, and established links between public and private institutions and small producers. In order to build capacity and promote welfare, AIPODE provided a wide range of training and resources to encourage individual enterprise, strengthen businesses, and facilitate access to markets. The objectives established for the area were therefore relevant.

The level of maturity of the businesses was low, in that they are still not generating consistent or sustainable income and continue to require adjustments to the numbers of beneficiaries involved. When the results are compared with the identified population needs it is clear that more support is required to access credit and that, although the beneficiaries understand what a project is, they still have much to learn in terms of design and the project cycle.

In these two aspects the project therefore displayed a low degree of relevance.

By contrast, in relation to fundraising for projects and business training AIPODE scored as highly relevant.

1. The Quality of Life Index (QLI) was used to determine the pertinence of the support provided to the groups with greatest needs. This index shows whether the beneficiaries selected to take part in the project were indeed among the most vulnerable.
2. To do this the QLI of participating families in 2006 (before the start of the

project) was compared to the national, departmental and municipal QLI for the same year. If the QLI for the project participants was above the national, departmental and municipal average (75.22 in 2006), then there had been problems in the selection of beneficiaries.

The results of this exercise in the case of the sample of 31 families were as follows:

Table 1: QLI of Beneficiaries, Neiva (2006 and 2009)

Neiva	
Family No.	QLI 2006
1	57.5
2	76.6
3	44.6
4	41.5
5	61.9
6	54.7
7	66.7
8	48.1
9	60.4
10	84.3
Average QLI Families AIPODE	59.624
Colombia QLI 2006	79.45
Neiva QLI 2006	79.34
Huila QLI 2006	58.46

Source: Calculations by Evaluation Team, Social Security Department (Sisben) (2006 and Continuing Household Survey, DANE: (2003)

Table 2: QLI of Beneficiaries, Garzón (2006 and 2009)

Garzón	
Family No.	QLI 2006
1	77.4
2	40.4
3	45.2
4	61.8
5	74.0
6	77.7
7	81.6
Average QLI Families AIPODE	65.4
Colombia	79.45
Garzón	63.87
Huila	58.46

Source: Calculations by Evaluation Team, Social Security Department (Sisben) (2006) and Continuing Household Survey, DANE: (2003)

Table 3. QLI of Beneficiaries, Florencia (2006 and 2009)

Florencia	
Family No.	QLI 2006
1	65.7
2	52.6
3	85.61
4	82.48
5	70.17
6	53.58
7	52.95
8	68.91
9	56.04
10	65.61
11	57.69
12	68.25
13	77.29
14	41.15
Average QLI Families AIPODE	64.1
Colombia	79.45
Florencia	68.84
Caquetá	53.48

Source: Calculations by Evaluation Team, Social Security Department (Sisben) (2006) and Continuing Household Survey, DANE: (2003)

Tables 1, 2 and 3 demonstrate that in 2006 the QLI in the three municipalities was below the national average and - except in the case of Garzón - that the selection of beneficiaries was well-focused. But in two specific cases - i.e. this is not a generalisation - families had a QLI above 84 points, an index very close to the average score for households in larger cities such as Bogotá or Medellín.

On the Effectiveness of the Outcome

The evaluation of the effectiveness of this outcome of the AIPODE project was carried out by assessing whether the objectives were achieved within the time-scale established in the planning stage; the conclusion was that the project had been successful in this area.

Nevertheless, while the activities developed might suggest that the objectives were achieved, the timescales established in the proposal for monitoring and accompaniment were insufficient to be able to demonstrate definitively that the objectives have been achieved.

The business initiatives have contributed - some more than others - to the perception on the part of the beneficiaries that they now live in a more stable and protective environment, because they appreciate that the approach is important if they are to gain access to the services they require, and they recognise that working in solidarity with their comrades provides backing for their interactions with the community.

However, it is not possible to conclude that the project has contributed to improving living conditions, nor that it has been a deciding factor in providing economic stabilisation.

Among the factors that have been significant in the contribution made by the businesses to stability and protection are the following:

- ***Training Events***, that, with their focus on business and technical aspects, and other specific topics, have contributed to a growing sense of responsibility among the beneficiaries, as well as teaching them new things. They have come to feel that they are in control of their decisions and act with greater confidence and eloquence when dealing with others, especially in the formal and informal interactions with providers, consumers and institutions that they have developed during business or training activities.
- ***The relationship between the beneficiaries and the Pastoral Social teams***, which has been characterised by permanent support and opportunities for growth, both within and independently of the AIPODE project.
- ***The relationship between the beneficiaries and the members of the AIPODE technical team***, which has been a source of technical and emotional support and led to important advances in the construction of social capital.
- ***The relationship between the beneficiaries and local and/or national institutions operating in the local sphere***, where the participation and support provided by these institutions has been of real importance, and valued, by the beneficiaries. The institutions are also key players and will remain so if they are able to continue accompanying the process. These institutions include bodies such as the SENA, Coopcentral, the Fundación del Alto Magdalena, the regional Defensoría del Pueblo for Huila and Caquetá, the Universidad Cooperativa de Colombia and the Universidad de la Amazonía.

“I am very grateful because thanks to the project I have got help for my children. They didn't know anything about computers or the internet and now they know how to use them. They write letters and even play games”. - ***Woman beneficiary, Neiva.***

Among the most important factors that explain why the business initiatives have not contributed to improving living conditions and social and economic indicators as projected are the following:

- ***The duration of project implementation*** was too short to achieve the established objectives. The evaluation showed that most of the businesses initiated only six months before the project ended.
- ***The low levels of autonomy enjoyed by the beneficiaries to plan and execute their businesses themselves.*** Frequently there was no clear differentiation between accompaniment and intervention in relation to

decision-making processes that should have been in the hands of the beneficiaries and reflect their needs and those of their businesses. For example: when and how to establish the businesses formally, how many training sessions there should be and on what topics.

- ***The number of beneficiaries involved in the businesses:*** a significant number of the businesses involved more people than they had capacity to employ.
- ***The market study that was carried out as a part of the business planning for each initiative,*** which, although rigorous in its methodology, overestimated demand.
- It was not possible to identify from the business plans how supply needs were calculated, but it would appear that they were estimated on the basis of 100% of identified demand.

On the Efficiency of the Outcome

It is difficult to produce a qualitative analysis of the results of the project taking into account the resources used because, as has been argued already, this is an *early* evaluation, and given the nature of the area it is unlikely that the objectives could have been achieved in the short term, during the lifetime of the project.

However, in the case of business initiatives like the ones developed by the project, where organisations are created on the backs of the businesses and participants have no previous knowledge of the productive process, it is recommendable to start small, to observe the results and successes as they emerge, and expand production and market participation with time and only if justified.

Beneficiary Perceptions of the Quality of the Services offered by AIPODE

It was clear in all the interviews carried out with beneficiaries that they felt a strong sense of belonging and valued the services offered very highly.

All of the training activities were highly thought of although some beneficiaries said there were too many because of the time commitment and conflicts with family responsibilities.

“The training sessions came to affect my family life ... and I had to distance myself for a while”. - ***Male beneficiary of productive initiative, Garzón.***

Although the evaluation of the training process is positive, during the field work it became clear that the beneficiaries had not always fully appropriated - and therefore did not apply - all they had been taught when it came to management and accounting in their businesses.

The businesses kept accounts but accounting culture had not been internalised; rather it was seen as “something that the accountant at Pastoral Social does and that she helps with”; beneficiaries tended to assume she was fundamentally responsible for this area.

The support offered to help with the formalities associated with running business were also well thought of, though the methods used and the time dedicated were not considered the most adequate:

“Right now we have a problem because we are a company that has to make VAT contributions, and because of that we are considered to be a big business, and when we are dealing with the suppliers they want to bill us as if we were a big company ... and I, well, I don't know really why we didn't just stay as a small business - *Male beneficiary of productive initiative, Garzón.*

That the project donated goods and products to help establish the businesses before they had started to make any money was widely appreciated because it gained the beneficiaries recognition, understanding and opportunities as well as providing physical assets.

The practice represented an enormous operational challenge, but also demonstrated that the project had confidence in the beneficiaries, who were anxious to be given an opportunity.

The concepts of social vulnerability or sustainable and active livelihoods have emerged from a new and critical understanding of poverty, not merely as the absence of material riches, but as a dynamic, fluid and multi-dimensional condition of insecurity. Poverty is relative, and people enter into and emerge from it according to their exposure to external risks or tensions or to the availability of opportunities.

Vulnerability is a function of the availability of assets (material and non-material resources or capital) and the ability of people to use them. From this point of view, the management of assets constitutes a fundamental strategy in protecting against or overcoming poverty and vulnerability.

The AVEO approach (asset vulnerability and opportunity structure) of Filgueira and Katzman takes into account the availability and capacity to mobilise assets or capital, but also employs a “relational” focus alongside the concept of opportunity structure. Thus, vulnerability is not only the result of the dynamics of assets but also of the “lack of fit” between assets and the opportunity structure, which may be inappropriate, insufficient or impossible to manage.

Access to means and opportunities may be insufficient to reduce vulnerability, given also that skills are required to make effective use of them.

The sustainable development focus and the concept of sustainable lives, bring together the notions of social vulnerability and exclusion. For Amartya Sen, exclusion worsens privation and poverty. Indeed, his perspective on exclusion leads him to compare it to the poverty of capability, in as much as it limits the availability of

possibilities and dignity in social life.

By donating assets, the AIPODE project generated opportunities, access to, and use, of the means to develop a business. This is central to overcoming poverty and exclusion. However, it remains important to provide greater depth in capacity building activities than was achieved in the training processes, emphasising the appropriation of new knowledge by the beneficiaries.

Economic, Social and Environmental Impacts

To understand the economic impact of the area, the evaluation team returned to the QLI results presented in Tables 1, 2 and 3. All the beneficiaries included in the tables also participated in the business initiatives.

The 2006 QLI, calculated before the project started, compared with the 2010 figures show an increase for Neiva of 21.31%, while for Garzón and Florencia respectively there was a decrease of 11.58% and 1.5%. However, it is not possible in any of the cases to assign the variation to the influence of AIPODE.

In cases where the quality of household life has improved it has generally resulted from the fact the family has acquired housing, an area where Pastoral Social has played an important role. AIPODE has contributed to increasing the ability of the beneficiaries to act in their own interests, and this has generated improvements in quality of life, but at the time when the evaluation was prepared it was not possible to gauge exactly how much, given the short time the businesses had been functioning.

It is estimated that in the case of Florencia between 2006 and 2009, the income of families that participated in AIPODE fell approximately 4.3%, a finding that is probably associated with the fact that more newly displaced people arrived there than in the other two municipalities involved in the project.

In Garzón, by contrast, income rose by 24.7% during the three years, and although in absolute terms this increase is small (calculated at \$66.500, or about €25.00 on average per family per month), the beneficiaries recognised that the increase, while it is not enough to guarantee access to essentials such as food, health, education or recreation, and much less to savings, it has been important in helping them to *survive* better.

[An example was provided by a family we saw in the settlement [corregimiento] of Zuluaga (in the municipality of Garzón), which, because the head of household cannot work, is entirely sustained by the meagre earnings of the business initiative.]

In social terms, the evaluation found that the creation of groups or associations to plan and implement the income generating initiatives produced or encouraged greater participation by the families in social life in general. Of 14 possible forms of participation available in Florencia, before the project only 6% participated, while afterwards this had risen to 15%, while in Garzón, participation rose from 4% to 15%.

The participation of young people (aged 15 to 24) in the projects was negligible, while women made an important contribution in terms of numbers and quality, most not only participating but taking decisions and playing leadership roles in the businesses. Among the businesses visited it was found that female participation was high (75% of participants were female) and 70% of the management roles were performed by them, providing evidence not only of numbers but of the quality of their inclusion and participation.

Thus, the project fulfilled the goals established for inclusion of the vulnerable population and people living with disabilities.

Table 4: Participation of Men and Women in Productive Projects

Gender	No	%
Men	27	25%
Women	82	75%
Total	109	100%

Source: Evaluation Team Field Work

Table 5: Participation of Population Groups in Productive Projects

Gender	Displaced	Vulnerable	With Disability
Male	59.3%	22.2%	18.5%
Female	59.8%	36.6%	3.7%

Source: Evaluation Team Field Work

Table 6: Quality of Participation of Women in Productive Projects

Category	No	%
Men in leadership roles	27	25%
Women in leadership roles	82	75%
Total	109	100%

Source: Evaluation Team Field Work

The figures that appear in Tables 4, 5 and 6 are important and should be taken seriously, given that one of the factors that most contributes to gender inequality is economic, cultural and labour market inequality. The AIPODE project produced intangible results that had concrete effects in favour of inclusion and gender equity.

The inclusion of the population with different kinds of disability led to the other participants in the process recognising that they too are productive human beings, efficient, with the same potential to work in very similar conditions as anyone else, creating value and contributing to society and businesses.

To identify the environmental impacts of the second area, an environmental impact checklist (available in the appendices) was used to analyse the sample of businesses visited by the evaluation team. The size of the businesses, the nature of the goods and services they offered and the volume of production did not produce significant environmental impacts that might affect the wellbeing of their members, nor the communities where they are based. Despite this, it was apparent that 21% of the

sample might generate some levels of water pollution, 7% atmospheric, and 7% noise pollution - even though in all cases it was likely to be minimal. Although the beneficiaries recognise these potential impacts there is no proposal to mitigate these effects, and their eventual cost has not been quantified.

Sustainability of the Productive Projects

The sustainability of the projects could be seriously compromised by the conflicts over the income that the businesses generate and the difficulty in establishing markets for the goods and services they offer.

An important initiative that might contribute to sustainability would be to strengthen the networks linking projects in the three municipalities, but this proposal would require more accompaniment and investment of time in support to management. If the network were to be strengthened it could develop joint training, advice, expertise, economic linkages and improved retail methods.

Some aspects that have hitherto been little explored include access to microcredit, alternatives to international cooperation, and educational grants. Certain experiences developed as part of the *Minicadenas Productivas* (Short Production Chains) programme run by *Acción Social*, were successful and will produce resources that will strengthen the businesses. Also important was a joint initiative with *Fomipyme* (a dependency of the Ministry of Culture and Tourism that supports small and medium enterprises), which is yet to deliver the hoped-for results, but which will facilitate contacts with possible sources of finance.

The beneficiaries repeated frequently their desire to continue with AIPODE or a similar project. They recognise that the businesses are still weak and require considerable support and accompaniment.

There is scarce contact between the productive projects and beneficiaries and the local and departmental administrations.

In order to visualise the sustainability of the projects the Organisational Capacity Index (OCI) was applied to a sample of 13 businesses. The results are presented below.

Table 7: OCI of AIPODE Businesses, Neiva

No. of Business	OCI
1	46.0
2	48.0
3	45.0
4	42.0
Average	45.25

Source: Calculations by Evaluation Team

Table 8: OCI of AIPODE Businesses, Garzón

No. of Business	OCI
1	39.0
2	39.0
3	41.0
4	44.0
Average	40.8

Source: Calculations by Evaluation Team

Table 9: OCI of AIPODE Businesses, Florencia

No. of Business	OCI
1	56
2	52
3	54
4	42
5	57
Average	52.2

Source: Calculations by Evaluation Team.

The average OCI of the businesses in the municipalities ranged between 40 and 60, indicating that the businesses (according to a four-fold classification of optimum, sustainable, minimal and unsustainable) had low levels of sustainability and, in consequence, require close, aggressive and intensive support. This in no way suggests that they should be closed but that they require greater accompaniment.

The results show that it is important that the project should not withdraw its permanent support to the businesses; Pastoral Social will continue some kind of ongoing monitoring and accompaniment, which is important, but the fragility of the businesses means that they require shared management or permanent support, using a model where ultimate responsibility for decision-making would lie with the businesses and be based on their expertise, knowledge, the state of their books, sales performance and market needs.

It would also be advisable to apply the OCI at least once every six months in order to monitor the progress of the businesses in terms of sustainability and maturity.

Outcome 3: A More Integrated Response to the Needs of the Displaced and Vulnerable Population from Local Governments and State and Non-State Service Providers.

This area was intended to promote an integrated and effective response to the needs of the vulnerable and displaced population. The evaluation explored the ways in which the AIPODE project influenced the services offered by state and non-state bodies. The valuation focused on community organisations and local and regional actors (eg the mayor's offices of the municipalities, the regional Defensoría del Pueblo for Huila and

Caquetá; the SENA, regional universities (the Universidad Cooperativa de Colombia in Neiva and the Universidad de la Amazonía in Florencia).

Findings

- The objectives that appeared in the logical framework were relevant and it was apparent that the response from non-state entities was more complete than that of state bodies. The project monitored existing policies. A particularly important example was the participation of the SNPS, as coordinator of the round table to monitor public policy for the displaced population established by the Constitutional Court, where the example of the economic projects was presented in an attempt to encourage reform of the legislative framework, seeking tax and legal concessions for the economic and productive activities of the displaced.
- It is notable that the project sought to encourage some of the beneficiaries in Garzón and Florencia to engage in dialogue and negotiate agreements with the local authorities through the *Comités Municipales de Atención Integral a la Población Desplazada por la Violencia* (Municipal Committees for the Integral Attention for the Population Displaced by Violence, CMAIPDV), which monitor public policy; progress in the area of protection and prevention was made in this way.
- The project advanced towards elaborating an approach that will promote stability and to re-establish the lives of the vulnerable and displaced population. However, it did not lead to effective responses from the local and departmental authorities, not because of lack of effort, but because of the poor institutional response to the demands of the population.
- The process still requires accompaniment if public and private institutions are to take the positions of the beneficiaries seriously.
- The evaluation has shown that the activities developed in the area have successfully strengthened social and organisational processes among the beneficiary population. The meetings between the different institutions provided an opportunity to unify efforts to improve the quality of life and of the population and guarantee respect for their rights. While the agreements with organisations like the SENA, the regional universities, CIFISAN, Coopcentral, the Defensoría del Pueblo displayed results that were not only relevant but also efficient, the response of the municipal authorities was much less visible and concrete.

The monitoring of public policy by the CMAIPDVs meant that the target population felt supported and accompanied, while the identification of organisations and institutions that support the population constitutes a positive contribution that will bear fruit in the future.

- The general conclusion of the evaluation is that the area produced positive results, from the participation of the beneficiaries in “inter-institutional

coordination mechanisms that favour the displaced population”, “knowledge of the functions local government bodies and service providers”, and “the response of institutions other than local authorities”, but was fragile in the specific aim of the application of “public policy favourable to the displaced and vulnerable population”, because it failed to influence the formulation of policies appropriate to the territory, context and local realities.

Achievements and Lessons Learnt

- The focus of the AIPODE project at local level successfully combined two approaches: support to local organisational processes with a focus on strengthening socially oriented business activities; and the active participation of beneficiaries in the CMAIPDVs.
- The project sought to contribute to the strengthening of public life by providing support to the business initiatives and the JACs, empowering the beneficiaries to manage all aspects of their relationships with state and society.
- The project developed a framework of inter-institutional coordination involving accompaniment, advice, training and technical assistance agreements with the SENA, the Universidad Cooperativa de Colombia, the Universidad de la Amazonía, the Fundación del Alto Magdalena, COOPCENTRAL, COFISAN and DANSOCIAL. The agreements led to the establishment of alliances for the improvement of the productive initiatives that facilitated the flow of information and training that contributed to their development.

Difficulties

- The AIPODE project developed close relationships with local and departmental institutions in order to advance actions and policies designed to benefit the displaced and vulnerable population and demand that they fulfil their responsibilities. However, the municipal authorities left responsibility for attention to the population to Acción Social, and failed to develop a coordinated and integral response themselves. A tangible example of this is provided by the fact that the department of Huila and the municipality of Neiva have not completed their projected *Plan Integral Único* (Single Integrated Plan, or PIU).
- The AIPODE project sought to influence local provision for the target population, promoting and participating in inter-sectoral coordination processes such as the CMAIPDVs in Florencia and Garzón, but the results of these initiatives are yet to be evaluated. However, the CMAIPDV in Garzón supported the elaboration of the local PIU in coordination with the Defensoría del Pueblo, in a process that created levels of synergy between the institutions and the project’s beneficiary organisations.
- The evaluation found evidence of the superficiality and lack of interest that characterised the attitude of the municipal administrations towards social and

productive initiatives with the displaced and vulnerable population; the authorities argued that “it is a difficult population group to work with”. This institutional weakness is an obstacle to the development and sustainability of the project.

- The handout mentality of the state institutions constitutes a structural weakness, beyond the influence of the target population and the project, which negatively affected the projected outcome.

MONITORING AND EVALUATION AND THE BASE LINE

A Monitoring and Evaluation (M&E) System is a tool in which both the direct and indirect participants in a project should invest. It is the way in which advances towards fulfilment of the objectives, goals and indicators, and the sequential benefits accrued by the direct (displaced and vulnerable population) and indirect (families and the social, economic and political system in the regions) beneficiaries are measured. Any M&E system should facilitate decision-making concerning project activities including decisions about the measures that need to be taken to ensure sustainability.

The AIPODE project adopted a participatory M&E system involving the coordination team and the regional technical teams. It consisted primarily of quantitative monitoring - the fulfilment of goals, advances in implementation and the most impotent actions in each municipality.

The M&E system was based on the annual operational plan. The team carried out permanent monitoring of activities and accompanied the communities so that they too could monitor their own activities.

The system was well structured to monitor the activities present in the Logical Framework, as is shown by the fact that fulfilment of the activities has been very high, at times going beyond what was projected.

The monitoring was principally quantitative, but was complemented by periodic qualitative monitoring, using documentary material including life stories, videos and photos; the evaluation team was not able to establish whether these data were analysed.

Furthermore, although the situation of the beneficiary population was measured using an *ex ante* methodology - analysing different factors within each of the intervention areas (psychological, social, economic and community)- no specific instruments were developed to facilitate the final evaluation.

Efficient M&E should be based on periodic measurement of the sustainability of the project, in order to guarantee that the activities contribute to the viability of the project over time and that there is adequate inter-institutional coordination, action by governmental bodies, and beneficiary involvement to guarantee long term benefits. The evaluation aspect of the M&E system also involved the measurement of sustainability.

For later phases in this or similar projects the evaluation teams recommends that the objectives, goals and indicators should also be developed to measure efficiency and effectiveness in project management processes and results. It would also be important to design an automated or manual information system to register quantitative and qualitative data in each intervention area in order to facilitate periodic monitoring and to systematise the lessons learnt and the varied mechanisms that have been developed to measure sustainability.

CONCLUSIONS

1. Outcome One: *“Increased Levels of Integration between the Displaced and Host Populations and Strengthened Social Fabric and Community Organisations”*, displayed the most positive results, which were consistent and sustainable as well as generating capacity and opening up possibilities for the beneficiaries.

While there were differences between the municipalities, in all three the results went beyond expectations, which had been conditioned by the consideration that as the beneficiaries had experienced shocks that had created high levels of vulnerability, they were likely to have very low levels of self esteem, coping and resilience. It was hoped that these would increase to low or medium levels. In reality, however, most of the beneficiaries reached high or very high levels.

This was shown by the fact that the evaluation found that the beneficiaries displayed quality leadership in scenarios such as the JACs and spaces associated with the institutions and the business initiatives.

The JACs are undeniably important to the process of inclusion.

2. Outcome Two: *“Increased Economic Security among the Target Population”*, provided the beneficiaries with a powerful and useful tool that amplified the benefits accruing from the first area.

The decision to include this area in the project was correct, given the sense of belonging and visibility the business initiatives provided the beneficiaries in their communities.

Despite this, it is too early to gauge the results in terms of improved quality of life measured in access to quality services, education and human capital, the size, composition and quality of homes, and the generation of sustainable businesses. The changes in quality of life in these areas that occurred over the last three years were not felt by the beneficiaries to be the direct result of the project.

The area posited the productive initiatives as elements in the construction of quality of life and economic security, but insufficient time has elapsed to be able to determine changes in the quality of life of the beneficiaries as a result of their development.

According to the OCI, which used the categories unsustainable, minimally sustainable, sustainable, and optimally sustainable, the businesses were rated as minimally sustainable. This does not imply that the businesses are not viable, but that they are decidedly fragile and require intensive and continuous accompaniment. Most would also benefit from considerable adjustment in terms of the number of beneficiaries involved (a decision that should not be imposed but that should be decided independently by each business), and have

not as yet appropriated the full range of business and administrative tools provided by the project.

3. Outcome Three: “*A More Integrated Response to the Needs of the Displaced and Vulnerable Population from Local Governments and State and Non-State Service Providers*” the evaluation concluded that the project constituted an effective response to the needs of the beneficiaries in terms of building confident relationships with national and regional-level public institutions such as the SENA and the universities, and with private local and regional organisations like COFISAN, the Fundación del Alto Magdalena, Coopcentral and others.

The relationship with the institutions raised the visibility of the beneficiaries, increased recognition for their activities, and led to the construction of contacts, enabling them to build and participate in new social networks, gaining, as a result, in their levels of security and confidence.

The relations that have been built are of potential importance in strengthening the sustainability of the businesses, and indeed many of the institutions continue to provide as much accompaniment to the businesses as they are able.

Unfortunately, while the evaluation confirmed that AIPODE had sought to ensure adequate responses from the local administrations, these were not forthcoming in any significant sense; the municipal authorities - in common with other administrations across the country - consider the displaced population to be difficult to work with, implying high costs and low returns.

The evaluation found that in the planning stage demand was overestimated, resulting in business plans that exaggerated the possibilities of prospering in the market.

In all cases the business initiatives promoted and facilitated cooperation and participation.

The initiatives had no significant environmental impacts. In some cases, they might have negative effects, but these are not apparent to the communities where they are developed.

4. The evaluation recognised that from its initial design stage the project reached the vulnerable and displaced population. In some cases, families were included in the project who were neither the poorest nor the most vulnerable.
5. There was no proactive participation by young people.
6. The relationship between CAFOD and the SNPS was respectful, collaborative, and constructive, and facilitated the development of the project at all times.
7. There was clearly a close relationship between the areas of social intervention and economic security, given the access to assets promoted by the project. This aspect was highly valued by the beneficiaries, since when people feel that they

- are in charge of their own initiatives, the psychological effects are very positive.
8. The implementation period was too short, bearing in mind the objectives that had been established, especially in Area Two.

RECOMMENDATIONS

1. Because of the excellent results achieved in Area One it is recommended that the focus on psychosocial and legal accompaniment to the beneficiaries should be continued.
2. In the future the initial characterisation of the beneficiary group of projects of this kind should be developed employing an instrument - such as the Quality of Life Index - that permits comparison and measurement at the start and finish of the intervention.
3. Projects of this kind that propose working with young people, should include social, cultural and other activities designed to be attractive to young people.
4. More time should be made available for the accompaniment of income generation projects. It is recommended that the income generation strategy of a project should initiate at the same time as the other activities.
5. The members of the target population were treated as beneficiaries. It is recommended that projects of this type should involve the population as directly as possible seeing them as subjects rather than beneficiaries.
6. It is recommended that the business initiatives should be planned to respond to the equivalent of 20% of the potential identified demand and not - as was the case - 100%.
7. It is recommended that in the future similar projects should use an environmental checklist should be employed in order to identify potential impact and establish a mitigation plan; the costs should be included in project budgets.
8. Accompaniment should not be withdrawn from the businesses at this stage; it is recommended that a "Management Tutor" should be assigned to three businesses.
9. It is recommended that OCI should be applied every six months in order to monitor the sustainability of the businesses.
10. It is recommended that businesses such as those promoted by AIPODE agree a reasonable timescale with the authorities within to formalise their business. The businesses should only be formally established once they are sustainable and have begun to produce regular profits. To regularise the businesses before

they have reached this stage would lead to the imposition of regulations and tax liabilities that they are unlikely to be able fulfil.

11. The economic benefits for the population as a whole depend on three levels of future activities. First: accompaniment to the businesses in their periods of consolidation when it is important to establish accounting and administrative procedures for their next stage. Second, technical supervision needs to be provided in order to guarantee and certify the quality of the products. Finally, they need to establish a competitive position in the market.
12. It is recommended that, if a second phase of the project is developed, the relationships with the institutions that produced positive results in the first phase be re-established. Efforts should continue to encourage the municipal authorities to meet their responsibilities. It is further recommended that advocacy activities be directed not only at the mayor but also at all aspirants for the office so that whoever is elected will incorporate support for the target population in their planning if elected.
13. Finally, the evaluation recommends that resources should be identified for a second phase of the AIPODE project so as to guarantee the continuation of the activities of the first phase and enable the implementation of others in which, at least in part, the difficulties identified by the evaluation may be rectified, and progress towards fulfilment of the objectives continue.

METHODOLOGICAL ASPECTS OF THE EVALUATION

Kind of Investigation

The evaluation employed a *mixed* methodology with *parallel* design; that is, it used qualitative and quantitative methods to collect information from the participants. Both methods are equally important when it comes to the interpretation of the phenomena under study. The evaluation is, in the first place, descriptive, in that it seeks to characterise the principal characteristics, properties and profiles of the project implementation, its participants (beneficiaries and implementers) and its impact. In the second place, it is **phenomenological**, as it focuses on analysing subjective ideas and experiences, both of the beneficiary communities, the implementation teams, the other key players in the project and the relation between these and the cultural, political and economic systems present in the geographical areas where the project was implemented¹⁹.

The evaluation was divided into two segments: the first focused on the beneficiary communities and the second on the programmatic and financial implementation, the technical and coordination teams and the funders.

Units of Analysis

1. **Beneficiaries of the AIPODE project:** in order to measure the psychological and social factors it was decided that the participants in the evaluation should be people connected to the project so that they would be able to provide individual and collective insights into the process.
2. **Business Initiatives:** To measure the pertinence, effectiveness and efficiency of the small businesses created by the beneficiaries, each initiative was approached as a *whole*, considering a range of economic and social variables to determine its degree of success or failure.

Participants

Despite the fact that the evaluation employed a mixed approach, the quantitative method was prioritised when it came to deciding how many participants should be considered in the process - or at least in its first part. This was because the use of quantitative instruments to gather data not only produces greater predictive validity to the results, but also makes it easier to estimate the statistical parameters accurately, and to produce better overall results. It should be borne in mind that the beneficiaries were analysed separately - both as individuals and as members of the productive initiatives (examined using a representative sample). The second part of the evaluation included all the people included in the groups mentioned earlier. The first part examined the situation of the displaced and vulnerable beneficiary population in Neiva, Garzón and Florencia without differentiating by age, gender or

19 Hernández, Fernández-Collado and Baptista, 2006, pp. 102, 712.

social status.

The sample consisted of 512 individuals of whom 28 were selected as the sample. This number provided 95% accuracy, a predicted gender difference of 50% and a margin of error of +5%, with an additional 10% for expected loss or invalidity of data. In order to analyse the establishment and functioning of the business initiatives in the three municipalities, the same criteria were employed to select a sample of 15 initiatives from the total of 25 businesses created by the project.

The second part of the evaluation involved 12 members of the regional technical teams, three members of the central coordinating team, 10 indirect participants (directors of Pastoral Social, community leaders, residents of the geographical areas covered by the project, and employees of local and regional institutions), as well as two members of the management team of the funding organisation CAFOD. The participants in this part were selected according to criteria of convenience, reflecting the particular interest of the members of the evaluation team in counting with testimonies of everyone involved in the project, in order to achieve maximum credibility for the results of the evaluation.

Characterisation of the Sample of Participants

The sample group of project beneficiaries was made up of residents of Neiva (n=9, 32.1%), Garzón (n=7, 25%) and Florencia (n=12, 42.9%). In total, six were men and 22 were women (78.6%), aged between 22 and 62 (mean age 44, standard deviation, 8.62). No individuals living with disabilities were included in the sample; 50% (n=14) were internally displaced.

Fifteen of the 25 productive initiatives were chosen for evaluation; 76% of the beneficiaries of these businesses were women (n=153), and 53% displaced (n=106), while the other 47% were socially vulnerable (n=94).

Instruments

The instruments used to gather data were constructed according to the project's three areas, so that complete and reliable data could be generated. It is important to distinguish between two kinds of instruments: first the qualitative, involving semi-structured interviews designed to capture perceptions of achievements, mistakes, difficulties, and areas for improvement, and others that should be maintained in order to guarantee the continued impact of the project. Second, psychometric (quantitative) instruments intended to produce data on the self esteem, self image, community empowerment, resilience and coping strategies of the beneficiaries.

Semi-Structured Interviews

As is well known, interviews are a method employed to obtain responses to questions concerning the experiences, events, opinions, beliefs, values, emotions, knowledge and attitudes of people concerning one or more subjects; *semi-structured interviews* involve the use of guidance questions that are, nevertheless, flexible, so that the

interviewer is able to omit or add questions, or change their emphasis according to the particular circumstances of the interview.

The guides for the semi-structured interviews used in the evaluation were constructed in order to obtain useful information on the content, notable events, successful experiences, methodology, pertinence, advocacy, community participation, lessons learnt, achievements and individual perceptions concerning the implementing of the project in each of the municipalities. The interviewees were drawn from among the directors of Pastoral Social, members of the regional technical teams, beneficiary community leaders, the coordination team and donors (See Appendix 2).

The interviews, which were examined by experts on statistics and considered appropriate by all members of the evaluation team, displayed logical consistency (qualitative reliability). They demonstrated a high degree of match between the project results and the original objectives. Taken as a whole, the credibility (qualitative validity) of the interviews was high. Given that the evaluation involved in-depth visits to the project, great care was taken not to contaminate either the results or their analysis with subjective beliefs or positions; the selection of participants was also scrupulous.

Quantitative Instruments

Self Esteem or Self Image Inventory, adapted from Coopersmith

This is a psychometric instrument developed by Stanley Coopersmith in 1967. Its objective is to evaluate self esteem as an indicator of self image. The self esteem levels of the respondents are categorised according to four levels: a) the view held by the individual concerning their own conduct; b) the view held by the individual concerning their relationships with others; c) the view held by the individual concerning their relations with their immediate family nucleus, and d) the view held by the individual concerning their relations with their educational or work environment.

The original instrument contained 58 items that describe particular situations, respondents being asked to indicate if they identify with the situation or not. The measurement of the responses is nominal and dichotomous.

For the purposes of the evaluation the language and content of the instrument was adapted to the context and participants and the number of items reduced to 25. the correlation co-efficient of the original instrument is 0.72, while an analysis of the adopted instrument using Cronbach's Alpha Coefficient produced the high result of 0.76.

Resilience Scale, adapted from Evdokia

Few studies of resilience have been carried out in Colombia, but they are becoming more frequent given the increasing importance of the concept for the social sciences in explaining and designing interventions appropriate to the realities of the country. Instruments have been developed in other places to measure resilience that, according

to Galende (2004, p. 23)²⁰, make it possible to view an individual not as a “passive victim of their circumstances but as an active subject of their experience. Resilience constitutes a defence against adversity and suffering”. The instrument is intended to explain the behaviour of the construct in the case of the participants.

The scale includes 16 items that were adapted in order to make the language appropriate to the beneficiary population of the project. No psychometric indicator of trustworthiness or validity was found in the literature, but analysis used in the evaluation produced a Cronbach's Alpha Coefficient of 0.51, indicating acceptable reliability levels.

Scale of Community Empowerment, adapted from Canaval

This instrument was originally designed by Gladys Eugenia Canaval of the Universidad del Valle (Cali, Colombia) as a scientifically valid mechanism to flag up problematic areas, examine practices, and plan interventions in certain social dynamics. Each item was designed according to four factors validated by Canaval (1999)²¹: a) participation and influence, b) leadership, c) community interest and d) personal control. The instrument consists of 19 items measured by a Likert scale with three options, which are weighted to obtain an indicator.

For the purposes of the evaluation the language used by the instrument was adapted to the target population. The technical specification of the original instrument claims a Cronbach's Alpha Coefficient of 0.95, while the adapted instrument scored 0.84, indicated a high level of reliability.

Coping Scale, adapted from the Toulouse Coping Scale

The original instrument is known as the “Echelle Toulousaine de Coping” (Toulouse Coping Scale). It was translated into Spanish and subsequently validated by López-Vázquez E. and Marván M.L. in México. Its principal objective is to evaluate individual coping strategies, using categories proposed by Lazarus and Folkman. The original instrument consists of 54 items measured according to a Likert scale with five options for each item that denote the frequency with which a given activity is performed.

For the evaluation, the language was adapted to the context and some items that were not relevant were removed, leaving a total of 26 items. The evaluation team could not find data on the reliability of the original instrument developed through the studies conducted in Mexico refer to an internal correlation of 0.81. The analysis of the accuracy of the instrument used in the evaluation scored 0.77, indicating high levels of reliability.

The Quality of Life Index - QLI

The QLI combines the following dimensions in a single measure (the index), providing information on the overall variable of “living conditions”: 1) accumulation of material

20 Quoted by Mejía, I. E., 2007, p. 88.

21 Quoted by Mejía, I. E., 2007, p. 88.

goods (referring to housing and associated characteristics), 2) supply of public services (infrastructure), 3) accumulation of human capital (educational levels of adult members of household and educational access of school-age household members) and 4) basic social capital (measured by family composition). The unit of analysis and of observation for the QLI is the household.

The Index measures the standard of living in each household according to a scale from zero (minimum) to 100 (maximum). It consists of 12 separately weighted indicators (each with its own maximum score). The index is therefore made up of the sum of the maximum scores achieved for each indicator; the higher the percentage, the better the living conditions.²²

The parameters used for the measurement, and the respective weightings are as follows:

²² "Pobre del pobre". Pobreza and exclusión. Análisis conceptual y empírico. Reyes Morris Víctor, Universidad Nacional de Colombia, Sede Bogotá.

PONDEDADORES DEL ICV DE LAS FAMILIAS BENEFICIARIAS DE AIPODE			
FACTORES / VARIABLES / CATEGORIAS		Codificación	Puntaje
Factor 1: Acceso y Calidad de los Servicios			
VARIABLE:	Eliminación de excretas		
CATEGORIAS:	No tiene Sanitario	1	0
	Letrina o bajamar	2	2.78
	Inodoro con conexión a pozo séptico	3	2.97
	Inodoro con conexión a alcantarilla	4	7.14
VARIABLE:	Abastecimiento de agua	1	0
CATEGORIAS:	De río, quebrada, manantial, nacimiento, agua embotellada	2	0.78
	De pila pública, carro tanque, agüetero	3	4.01
	Acueducto por tubería, otra fuente por tubería	4	6.99
VARIABLE:	Combustible para cocinar		
CATEGORIAS:	Leña, carbón, materiales de desecho, no cocinan	1	0
	Petróleo, kerosene, gasolina, alcohol	2	4.83
	Electricidad, Gas natural o de cilindro	3	6.67
VARIABLE:	Recolección de basuras		
CATEGORIAS:	La arrojan a un río o quebrada	1	0
	La arrojan a un patio, loté, zanja o baldío	2	1.59
	La queman o entierran	3	2.59
	Recolección pública o privada	4	6.62
Factor 2: EDUCACIÓN Y CAPITAL HUMANO			
VARIABLE:	Escolaridad máxima aprobada del jefe del hogar		
CATEGORIAS:	Sin educación	1	0
	Primaria incompleta	2	3.46
	Primaria completa	3	7.37
	Secundaria incompleta	4	9.41
	Secundaria completa	5	10.53
	Superior incompleta	6	11.42
	Superior completa	7	11.52
VARIABLE:	Escolaridad promedio de personas de 12 y más años		
CATEGORIAS:	0 = escolaridad	1	0
	0 < escolaridad <= 4 años	2	2.39
	4 < escolaridad <= 5	3	6.54
	5 < escolaridad <= 10	4	9.66
	10 < escolaridad <= 11	5	11.54
	11 < escolaridad <= 15	6	12.11
	escolaridad <= 16	7	12.31
VARIABLE:	Proporción de jóvenes 12-18 que asisten a secund/univers		
CATEGORIAS:	0 = proporción asistencia	1	0
	0 < proporción asistencia < 1	2	4.37
	proporción asistencia = 1	3	5.66
	Hogares sin jóvenes de 12-18 años	4	5.66
VARIABLE:	Proporción niños 5-11 años que asisten a un estable, Educ.		
CATEGORIAS:	0 = Proporción asistencia	1	0
	0 < Proporción asistencia < 1	2	0
	Proporción asistencia = 1	3	5.69
	Hogares sin niños de 5-11 años	4	9.95
Factor 3: TAMAÑO Y COMPOSICIÓN DEL HOGAR			
VARIABLE:	Proporción de niños menores de 5 años en el hogar		
CATEGORIAS:	0.65 < proporción de niños	1	0
	0.00 < proporción de niños < 0.65	2	0.72
	Proporción de niños = 0.00	3	7.45
VARIABLE:	Hacinamiento en el hogar (# de personas por cuarto)		
CATEGORIAS:	7 <= hacinamiento	1	0
	6 <= hacinamiento < 7	2	2.47
	5 <= hacinamiento < 6	3	3.73
	4 <= hacinamiento < 5	4	5.02
	3 <= hacinamiento < 4	5	5.84
	2 <= hacinamiento < 3	6	7.87
	0 <= hacinamiento < 2	7	12.8
Factor 4: CALIDAD DE LA VIVIENDA			
VARIABLE:	Material predominante de los pisos de la vivienda		
CATEGORIAS:	Tierra, arena	1	0
	Madera burda, tabla	2	3.18
	Cemento	3	4.33
	Baldosín, ladrillo/madera pulida, mármol/alfombra, tapete	4	6.79
VARIABLE:	Material predominante de las paredes de la vivienda		
CATEGORIAS:	Sin paredes	1	0
	Guadua, caña, esterilla	2	0
	Madera burda	3	0.59
	Bahareque	4	0.71
	Zinc, tela, cartón	5	1.64
	Adobe o tapia pisada	6	2.29
	Bloque, ladrillo	7	6.11

Organisational Capacity Index - OCI

The Organisational Capacity Index, or OCI, was used to gather and measure basic information on the businesses and to identify their management capacity and their functional strengths and weaknesses. The aspects considered basic to each business - that is, the unit of analysis of the sample - may be grouped as follows:

- **General Information:** Characterisation and coverage of the organisation
- **External Environment:** The relationship with other organisations; contracts, agreements and events.
- **Internal Environment:** Human talent in the organisation; leadership; administrative, financial and accountancy capacity; planning processes and means of communication employed.

In order to facilitate the process of comparison, measurement, updating and trustworthiness of the instrument, the OCI is used in the evaluation as a quantifiable indicator, as it may be specifically measured, allows parameters to be set, and provides empirical backing.

If an organisation scores between 80 and 100 on the OCI, it is considered to have optimum organisational capacity, capable of appropriating knowledge, is fully sustainable, autonomous and mature, maintains a social base, permanently enters into new agreements and contracts, has an experienced membership or workforce, and plans, monitors and evaluates its work permanently.

An OCI between 60 and 80 signifies a sustainable organisation with possibilities to increase its activities and expand its coverage; an organisation with an OCI between 40 and 60 has low levels of sustainability, requires an investment in management and an aggressive strengthening plan, and neither generates nor transfers much knowledge; an OCI below 40 denotes an organisation that is in serious difficulties; it is barely sustainable and is unlikely to become competitive in the market however small and local this may be; it hardly plans or does not plan at all, is entirely closed to the outside world, and rather than generating income and employment for its members tends to perpetuate self-exploitation among its workforce.

PONEDADORES DEL ICO DE LAS FAMILIAS BENEFICIARIAS DE AIPODE

FACTORES / VARIABLES / CATEGORIAS	No.	Indicador	Valores	Puntaje	Forma de cálculo	Fuentes de verificación sugeridas
Med ambiente	1.1.	Carácter de la organización	Cerrada	3	En abierta se otorga según Organización Comunitaria que permite la entrada de nuevos socios, cerrada es aquella que no lo permite.	Estatutos de la organización, testimonios
			Abierta	5		
	1.2.	Base social	La base social disminuye (Relación menor a 1)	1	El indicador se mide frente a la relación de los asociados registrados actualmente frente a los registrados al inicio de funciones de la organización.	Estatutos, actas, testimonios
			La base social se mantiene igual (Relación igual)	3		
		La base social aumenta (Relación mayor a 1)	5			
Capacidad de liderazgo y gestión	2.1.	Afluencia a organizaciones	No hay afluencia	1	El cálculo del indicador es el número de afiliaciones formales y de relaciones con que la organización ha realizado frente a otras organizaciones. Documentar esta información de la institución al puntaje más 1	Documentos pertinentes
			Hay afluencia a 1 organización	2		
			Hay afluencia a más de 2 organizaciones	3		
	2.2.	Relación con otras organizaciones	Intercambio de información	1	Este indicador parte de la base que las organizaciones se relacionan con ellas mismas probablemente, su cálculo se basa a la acción más repetida de acuerdo al número de relaciones interpersonales que se le muestra de relaciones con el nivel comunitario, regionalmente, entonces se asigna 1 punto de intercambio de información. Entre la frecuencia y planear la calidad de la relación en el plan de fortalecimiento	Círculos, reuniones de trabajo, actas de reunión, testimonios
			Participación en acciones conjuntas	2		
			Hay alianza formal	3		
	2.3.	Suscripción de contratos o convenios	Menos de 2 contratos o convenios	1	El cálculo del indicador parte del número de convenios o contratos (o la suma de ambos) realizados en el último año a partir de la aplicación del instrumento, o desde la creación de la organización si su tiempo es menor a dos años. No incluye contratos internos de operación. Se da 1 punto adicional que no haya contratos y por ello se incluye en el plan de fortalecimiento	Contratos, convenios, testimonios de referencia
			2-4 contratos o convenios	2		
			5 o más contratos o convenios	3		
	2.4.	Nivel de ejecución de recursos	Ejecución inferior al 30%	1	El indicador se mide con base a la relación existente entre el monto de recursos ejecutados con base a la sumatoria de convenios y contratos registrados en el formulario y la sumatoria de recursos presupuestados de convenios y contratos registrados (monto objetivo ejecutado / monto programado)	Presupuesto, informes de ejecución
Ejecución entre 30% - 60%			2			
Ejecución superior al 60%			3			
Recursos Humanos	3.1.	Experiencia organizacional	Menos del 30% de las personas tiene experiencia	1	El indicador se mide con el número de personas en cargos directivos que cuenta con experiencia previa en otras organizaciones, según el número total de directivos en la organización (cargos directivos se refiere a los miembros de la junta directiva)	Hoja de vida, testimonios
			Entre el 30% - 60% tiene experiencia	2		
			Más del 60% de las personas tiene experiencia	3		
	3.2.	Dependencia de externos en cargos directivos	Inferior al 30%	3	El indicador se mide de la relación de las personas contratadas externamente para desempeñar funciones directivas sobre el número de personas con cargos directivos en la organización.	Número, contratos de servicios, estatutos
			Entre 30% - 60%	2		
			Superior al 60%	1		
	3.3.	Grado de capacitación de cargos directivos	= 30%	1	El indicador se mide de la relación de las personas promovidas en cargos directivos (junta directiva) que han sido capacitadas por medio de la organización con respecto al número de personas que han sido capacitadas para ocupar cargos directivos en la organización.	Número, listados de capacitaciones
			30% - 60%	2		
			= 60%	3		
	3.4.	Grado de capacitación de asociados	= 30%	1	El indicador se calcula de la relación de los socios promovidos de las organizaciones que han sido capacitadas por medio de la organización con respecto al número total de socios registrados actualmente.	Número, listados de capacitaciones, listas de asistencia a capacitaciones
= 30% - 60%			2			
> 60%			3			
3.5.	Capacidad Logística	= 30%	1	La medición del indicador es una relación de los recursos disponibles en la organización sobre los recursos necesarios necesarios por la organización para su buen funcionamiento logístico.	Presupuesto, libros contables	
		30% - 60%	3			
		= 60%	5			
Capacidad instalada	4.1.	Propiedad del recurso físico existente	= 30%	1	El indicador se mide con base en la relación existente entre los recursos de propiedad de la organización y los recursos contratados necesarios por la organización para su buen funcionamiento.	Presupuesto, libros contables
			30% - 60%	3		
			= 60%	5		
	4.2.	Cumplimiento de requisitos contables	Inferior al 30% de libros contables establecidos	1	El indicador se mide con base al número de libros contables llevados permanentemente por la organización con respecto al número de libros establecidos en el formulario (coligaciones y anexos).	Libros contables
Entre 30% - 60% Superior al 60% de libros contables establecidos	3					
Capacidad financiera y contable	3.1.	Recursos propios	= 30%	1	La medición del indicador parte de la relación entre los recursos generados por la organización frente a la totalidad de recursos que la organización tiene (recursos generados más recursos recibidos por diferentes fuentes)	Presupuesto, libros contables
			30% - 60%	2		
			= 60%	3		
	3.2.	Tipo de Recursos externos	Privados	1	La medición del indicador parte de la relación de los recursos recibidos por estas fuentes frente a la totalidad de recursos que la organización tiene: recursos generados más recursos recibidos por diferentes fuentes; si la mayoría de recursos es de fuentes internacionales evidencia una mayor capacidad de gestión y lobby y se vale con 1 punto.	Presupuesto, libros contables
			Nacionales	2		
			Internacionales	3		
	3.3.	Desarrollo de Créditos	No se tienen créditos	0	La medición parte de la atención de créditos (banca formal) recibidos por	Comprobantes de créditos, estados financieros
Si se tienen créditos			3			
3.4.	Participación de aportes de Socios	Socios al día entre el 30%	1	El indicador se mide con base a la relación existente entre el número de socios al día en los aportes pagados por las organizaciones y el número actual de socios activos existentes en las organizaciones.	Libros contables	
		Socios al día superior al 60%	2			
		= 60%	3			
3.5.	Proceso de planificación	= 30%	1	El indicador parte del porcentaje de instrumentos de planificación presentados con base en los instrumentos de generación establecidos en el formulario.	Planes	
		30% - 60%	3			
		= 60%	5			
3.6.	Participación proceso de planificación	Personal Externo	1	El indicador parte de la valoración de la participación del cuerpo de asesores de la organización en los instrumentos de generación.	Actas de reuniones de planificación, planes	
		Junta Directiva	3			
		Directiva	5			
3.7.	Nivel del proceso de seguimiento y evaluación	= 30%	1	El indicador parte del porcentaje de instrumentos que son diseñados con base en los reformas de seguimiento y evaluación.	Informes de seguimiento, planes, planes	
		30% - 60%	3			
		= 60%	5			

Procedure

The field visits were designed with the general objective of gathering information on the project. Individual interviews were conducted with officials of municipal and regional entities such as the Defensoría del Pueblo and the universities, and with the different technical teams, beneficiaries and JACs.

The perceptions of the interviewees were subsequently contrasted with secondary information on the implementation of the project in weekly meetings during which the evaluation team discussed their perceptions and initial findings in order to confirm or modify their emerging conclusions.

A first meeting was held on the 19th and 20th December 2009 to compare the conclusions drawn from the initial reading and revision of secondary sources with the realities encountered during the field work. During the second field visit the team deepened its understanding of the development of the project, through workshops conducted with the beneficiaries, visits to beneficiary households and the businesses, as well as through in-depth interviews with community leaders, members of Pastoral Social, municipal administrations, the regional Defensoría del Pueblo for Huila and Caquetá, the Universidad Cooperativa de Colombia and the Universidad de la Amazonía (January 19th -21st; 22nd - 23rd 2010, and February 4th - 6th 2010).

By experiencing the details of the project on the ground, the evaluation team was able to understand the multiple local variables that it is usually only possible to perceive in the region or zone under examination, for example: the nature of the transport system between the main Pastoral Social offices and the beneficiaries, the nature and behaviour of the local sources of power (both public and private) and their interaction with the teams and beneficiaries of the programme, and the opportunity to compare the data, information and opinions provided by different actors concerning a single process.

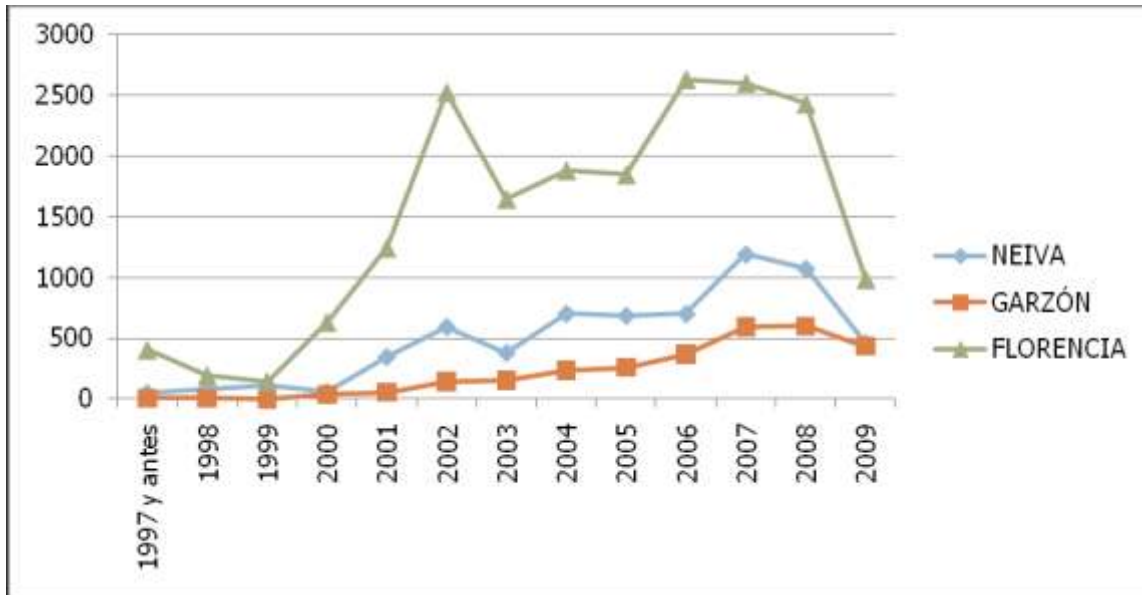
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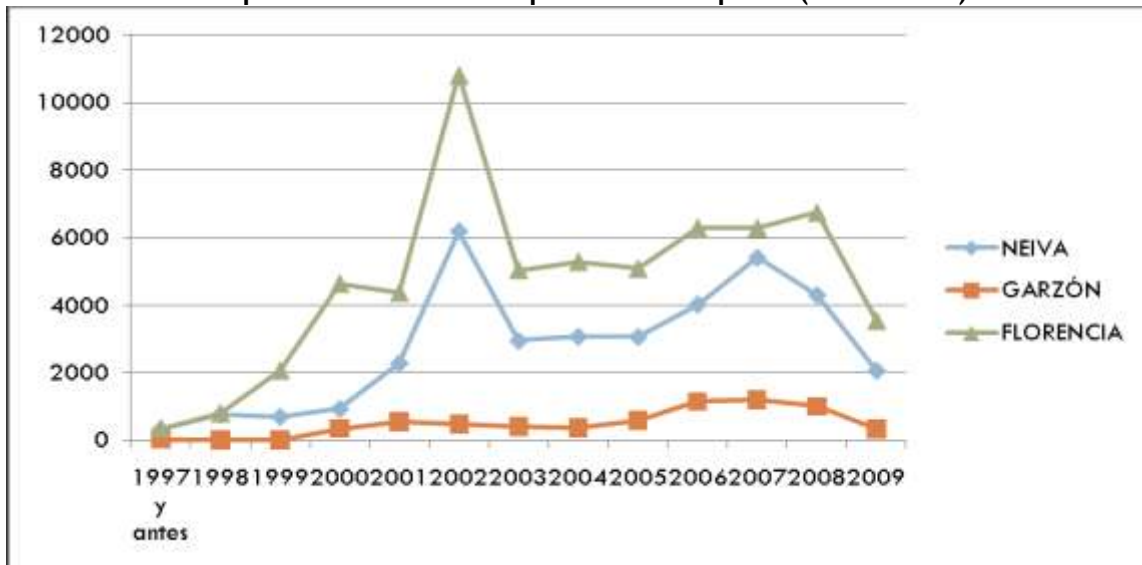
APPENDICES

Appendix 1: Reception and Expulsion of the Displaced Population in the Municipalities of Garzón, Neiva and Florencia.

Graph 6: Evolution of Population Expulsion (1997-2009)



Graph 7: Evolution of Population Reception (1997-2009)



Appendix 2: Interview Guides.

The evaluation was carried out in part through interviews with the technical and coordinating teams, donors, employees of local and regional public and private service providers, project beneficiaries and the directors of Pastoral Social.

The guide presented here is for the interview carried out with the directors of Pastoral Social. The guides used for the other interviews, which are in the hands of the interview team, are not reproduced here because - though adjusted to specific requirements and knowledge of each interviewee - are essentially the same.

Evaluation Team:

PAOLA ANDREA CASTILLA GÓMEZ

OSCAR DAVID DÍAZ SOTELO

OLIVERIO HUERTAS RODRÍGUEZ

INSTRUMENT N° 001

GUIDE FOR INTERVIEWS WITH DIRECTORS OF PASTORAL SOCIAL IN EACH MUNICIPALITY COVERED BY THE AIPODE PROJECT

DEFINITION OF THE INTERVIEW: Conversational dialogue designed to ask the directors of Pastoral Social in Neiva, Garzón and Florencia about their perceptions of the achievements of the AIPODE project in each municipality compared with the Logical Framework and initial proposal.

KIND OF INTERVIEW: In-depth and focused, intended to gather the oral testimony of the directors of Pastoral Social in Neiva, Garzón and Florencia concerning their personal views on the achievements of the AIPODE project in each municipality against the Logical Framework and initial proposal.

This interview will be carried out using a guide where the standard questions, to be asked in predetermined order, are presented.

It is a focused interview in that it is specifically focused on the concrete results of the AIPODE Logical Framework and is intended specifically for the directors of Pastoral Social.

Rules of the Interview:

- Agree the interview with the interviewee beforehand.
- Interview to last at least 30 minutes.

- The AIPODE technical team will organise the time and date of the interview.
- Insist on brief answers from the interviewee (on average no more than two minutes per question).
- The interviewee should have an opportunity to see the questions before the interview.

Date: _____ Start Time: _____

End Time: _____.

INTERVIEWER: _____

INTERVIEWEE: _____

Estimated Duration: 30 minutes

Overall Objective

Gather the perceptions of the directors of Pastoral Social about the results of the AIPODE project, according to the Logical Framework in each municipality.

- *Clarifications and Ethical Considerations*

Interviewees are asked to offer their opinions, points of view and understanding of the topics covered with complete sincerity and honesty.

- *Methodology*

The questions will be open and presented in the order in which the objective they refer to appears in the Logical Framework.

All the answers will be recorded and stored in audio form or in writing.

- Resources: Interview guide, paper, pencil and recording equipment.

Interview Questions

1. How many community associations do you know in your municipality that have been created as a result of the social integration area of AIPODE?
2. What is your opinion of how well they are functioning?

3. How many of the AIPODE beneficiary communities in your municipality have prepared and implemented community action plans?
4. What is your opinion of the community action plans? Are you aware of how they were prepared? How do they function?
5. Do you know whether Juntas de Acción Comunal were created as a result of AIPODE, and how do they function?
6. What opinion do you have of the organisations that have been created or strengthened by AIPODE in terms of neighbourhood, community and local-level decision-making?
7. How many businesses involving beneficiaries do you know of in your municipality that have been created as a result of AIPODE?
8. What opinion do you have of the kind of businesses created and developed and of their sustainability and contribution they could make to improve the quality of life of the beneficiaries?
9. What factors were the most important in explaining success in cases where the business was successful?
10. What factors were the most important in explaining the lack of success in cases where the business was not successful?
11. Do you know whether a framework of inter-institutional coordination has been created in your municipality to attend to the displaced and vulnerable population?
12. If such a framework does exist what is your opinion of how it functions and of the answer it has generated for the displaced and vulnerable population?
13. How much influence has AIPODE had in constructing or facilitating these activities?
14. Do you know if the AIPODE beneficiaries participated in the meetings, planning processes and decision-making in the inter-sectoral meetings, and how they did so?
15. If such a framework does exist, what opinion do you have of how it functions and

the response it provides the displaced and vulnerable population?

16. What is your opinion of the institutional response at national, departmental and local levels to the needs of the AIPODE beneficiaries?
17. What is your opinion of the response of the private sector to the needs of the AIPODE beneficiaries?
18. What is your opinion of the response of the community to the needs of the AIPODE beneficiaries?
19. What is your opinion of the response of the international community to the needs of the AIPODE beneficiaries?
20. What is your opinion of the participation of women and young people in AIPODE?
21. If you had the opportunity to implement a new project of this kind directly, which elements of AIPODE do you think were important, had impact and you would you seek to repeat?
22. If you had the opportunity to implement a new project of this kind directly, which elements of AIPODE would you not reproduce given the low importance or negligible impact?
23. How would you characterise the integration achieved by the AIPODE beneficiaries with their respective communities?

Very Low Low Medium

High Very High

Why?

24. How would you qualify the role played by AIPODE beneficiaries in the construction and development of local public policy?

Very Low Low Medium

High Very High

Why?

25. How would you qualify the economic security of the beneficiaries generated by the income generation initiatives?

Very Low Low Medium

High Very High

Why?





26. How would you gauge the success of the project and of the services provided by public and the different private institutions and international cooperation in responding to the satisfaction of the beneficiaries?

Very Low Low Medium

High Very High

Why?

Appendix 3: Quality of Life Survey.

 		 		ENCUESTA SOCIAL Y ECONÓMICA AIPODE	
A. IDENTIFICACIÓN					
1. Departamento		8. Número de mujeres cabeza de hogar		<input type="text"/>	
2. Municipio		9. Número de discapacitados		<input type="text"/>	
3. Manzana o sector		10. Número de jóvenes		<input type="text"/>	
4. Total de hogares de la vivienda		11. Nombre del barrio, Centro Poblado o Vereda		<input type="text"/>	
5. Hogar Número		9. Dirección o Nombre de la finca donde esta la vivienda		<input type="text"/>	
6. Número de personas en el hogar				<input type="text"/>	
7. Número de desplazados				<input type="text"/>	
B. DATOS DE LA VIVIENDA (Diligencie esta parte del formulario sólo en el hogar de la vivienda que es beneficiario de AIPODE)					
Material predominante de las paredes exteriores			Material predominante de los pisos		
Sin paredes			Tierra o arena		
<input type="text"/>			<input type="text"/>		
Guadua, caña, esterilla			Madera burda, tabla, tablón		
<input type="text"/>			<input type="text"/>		
Madera burda			2. Cemento		
<input type="text"/>			<input type="text"/>		
1. Bahareque			Baldosin, ladrillo/madera pulida, mármol/alfombra, tapete		
<input type="text"/>			<input type="text"/>		
Zinc, tela, cartón, desechos o plástico			3. ¿Cuántas peronas duermen por cuarto en promedio?		
<input type="text"/>			<input type="text"/>		
Adobe o tapia pisada					
<input type="text"/>					
Bloque, ladrillo					
<input type="text"/>					
C. DATOS DEL HOGAR (Diligencie esta parte del formulario sólo en el hogar de la vivienda que es beneficiario de AIPODE)					
¿Con qué tipo de servicio sanitario cuenta este hogar?			¿el agua para preparar los alimentos y beber la consiguen principalmente de?		
No tiene servicio sanitario			No se consigue agua		
<input type="text"/>			<input type="text"/>		
1. Letrina o bajamar			De río, quebrada, manantial, nacimiento, agua embotellada		
<input type="text"/>			<input type="text"/>		
Inodoro con conexión a un pozo séptico			De pila pública, carro tanque, aguatero		
<input type="text"/>			<input type="text"/>		
Inodoro conectado a alcantarillado			Acueducto por tubería, otra fuente por tubería		
<input type="text"/>			<input type="text"/>		
¿Cómo eliminan principalmente las basuras en este hogar?			¿Con qué cocinan en este hogar?		
La arrojan a un río o quebrada			Leña, carbón, materiales de desecho, no cocinan		
<input type="text"/>			<input type="text"/>		
La arrojan a un patio, lote, zanja o baldío			Petróleo, kerosene, gasolina, alcohol		
<input type="text"/>			<input type="text"/>		
La queman o entierran			Electricidad, Gas natural o de cilindro		
<input type="text"/>			<input type="text"/>		
Recolección pública o privada					
<input type="text"/>					

D. CARACTERÍSTICAS DE LAS PERSONAS DEL HOGAR (Para todos los residentes habituales)												
1. N° de orden de las personas	1			2			3			4		
2. Nombre y Apellido												
3. ¿Cuál es el parentesco con el jefe del hogar?	Jefe (a)	1		Espos(a)	2		Espos(a)	2		Espos(a)	2	
				Hijo(a), hijastro(a)	3		Hijo(a), hijastro(a)	3		Hijo(a), hijastro(a)	3	
				Yerno o nuera	4		Yerno o nuera	4		Yerno o nuera	4	
				Nieto(a)	5		Nieto(a)	5		Nieto(a)	5	
				Padres o suegros	6		Padres o suegros	6		Padres o suegros	6	
				Otros parientes	7		Otros parientes	7		Otros parientes	7	
				Huésped	8		Huésped	8		Huésped	8	
				Otros no parientes	9		Otros no parientes	9		Otros no parientes	9	
4. Sexo	Hombre	1		Hombre	1		Hombre	1		Hombre	1	
	Mujer	2		Mujer	2		Mujer	2		Mujer	2	
5. Edad (Si es menor de un año años cumplidos)	Años cumplidos			Años cumplidos			Años cumplidos			Años cumplidos		
6. ¿Participa en algún tipo de organización?	Si No			Si No			Si No			Si No		
	Productiva			Productiva			Productiva			Productiva		
	Política *			Política			Política			Política		
	Religiosa			Religiosa			Religiosa			Religiosa		
	J.A.C			J.A.C			J.A.C			J.A.C		
	Org. mujeres			Org. mujeres			Org. mujeres			Org. mujeres		
	Grupo Juvenil			Grupo Juvenil			Grupo Juvenil			Grupo Juvenil		
Otras			Otras			Otras			Otras			
* Ej: Consejo de Política Social, Consejo Territorial de Planeación, Asociación de usuarios de algún servicio, etc.												
F. EDUCACIÓN (Para las personas de 5 años y más)												
1. ¿Actualmente estudia?	Escuela, colegio o universidad		Si 1 No 2	Si 1 No 2	Si 1 No 2	Si 1 No 2	Si 1 No 2	Si 1 No 2	Si 1 No 2	Si 1 No 2	Si 1 No 2	Si 1 No 2
2. ¿Cuál es el nivel educativo más alto y el último año aprobado?	Año			Año			Año			Año		
	Sin educación	1		Sin educación	1		Sin educación	1		Sin educación	1	
	Primaria I.	2		Primaria I.	2		Primaria I.	2		Primaria I.	2	
	Primaria C.	3		Primaria C.	3		Primaria C.	3		Primaria C.	3	
	Secundaria I.	4		Secundaria I.	4		Secundaria I.	4		Secundaria I.	4	
	Secundaria C.	5		Secundaria C.	5		Secundaria C.	5		Secundaria C.	5	
	Superior I.	6		Superior I.	6		Superior I.	6		Superior I.	6	
Superior C.	7		Superior C.	7		Superior C.	7		Superior C.	7		
F. Ingresos												
1. Que ingresos recibió el hogar durante el último mes	s											
	s											

Appendix 4: Organisational Capacity Checklist

EVALUACIÓN PROYECTO AIPODE	FORMULARIO PARA LA CONSULTA DE LA CAPACIDAD ORGANIZACIONAL	FORMULARIO No. <input style="width: 50px;" type="text"/> FECHA <input style="width: 20px;" type="text"/> DD <input style="width: 20px;" type="text"/> MM <input style="width: 20px;" type="text"/> AA ELABORO:
---------------------------------------	---	--

I. IDENTIFICACIÓN DE LA ORGANIZACIÓN

A. CARACTERIZACION

1. Nombre de la organización:

2. Dirección:

3. Municipio:

4. Teléfono/Fax:

5. ¿Cuál es la fecha de creación de la organización? *(Escritura de constitución)* dd dd aa

6. ¿En qué fecha comenzó a funcionar? dd dd aa

7. ¿Tiene personería jurídica?

Si 1 ¿En qué fecha la obtuvo? dd mm aa

No 2

8. ¿Qué grupos etáreos conforman la organización? *(Marque con una X las que sean necesarias)*

a. Niños 1 c. Jóvenes 3

b. Adultos 2 d. Ad. Mayor 4

9. ¿Cuántos asociados tiene actualmente la organización? *(Son todos los miembros que están activos en este momento)*

No. de mujeres No. de hombres Total inscritos

10. ¿Cuál es el objeto social de la organización? *(Resumido)*

.....

.....

.....

B. COBERTURA

1. ¿La asociación recibe un número limitado de asociados?

Si 1 No 2

2. ¿Cuál es la cobertura territorial de la organización?

a. Veredal 1 c. Regional 3

b. Municipal 2 d. Nacional 2

3. ¿Con cuántos asociados inició la organización? *(Son todos los miembros inscritos en los libros de registro)*

No. de mujeres No. de hombres Total inscritos

No. De mujeres cabeza de hogar

Desplazados Mujer Discapacitados Mujer

 Hombres Hombres

II. ÁMBITO EXTERNO

A. RELACION CON OTRAS ORGANIZACIONES

1. ¿La Organización forma parte de otra (s) entidad (es), organización (es) y/o Asociación (es)?

Si 1 → Continúe No 2 → Pase a la pregunta No. 3

2. ¿Cuál es el nombre de la (s) entidad (es)?

¿El carácter de la organización es?

a. Municipal 1 Regional o Dptal 2 Nacional 3 Internacional 4

b. Municipal 1 Regional o Dptal 2 Nacional 3 Internacional 4

c. Municipal 1 Regional o Dptal 2 Nacional 3 Internacional 4

d. Municipal 1 Regional o Dptal 2 Nacional 3 Internacional 4

3. ¿La organización se relaciona con otras entidades?

Si 1 ¿Cuántas? → Continúe
 No 2 → Pase a la pregunta No. 5

4. Mencione las principales organizaciones con las que se relaciona actualmente

a. Nombre de la organización	1.	2.	3.
b. ¿La entidad es de carácter?	Municipal <input type="checkbox"/> 1 <input type="checkbox"/> Regional o Dptal <input type="checkbox"/> 2 <input type="checkbox"/> Nacional <input type="checkbox"/> 3 <input type="checkbox"/> Internacional <input type="checkbox"/> 4 <input type="checkbox"/>	Local <input type="checkbox"/> 1 <input type="checkbox"/> Regional o Dptal <input type="checkbox"/> 2 <input type="checkbox"/> Nacional <input type="checkbox"/> 3 <input type="checkbox"/> Internacional <input type="checkbox"/> 4 <input type="checkbox"/>	Local <input type="checkbox"/> 1 <input type="checkbox"/> Regional o Dptal <input type="checkbox"/> 2 <input type="checkbox"/> Nacional <input type="checkbox"/> 3 <input type="checkbox"/> Internacional <input type="checkbox"/> 4 <input type="checkbox"/>
c. ¿La entidad es?	Privada <input type="checkbox"/> 1 <input type="checkbox"/> Pública <input type="checkbox"/> 2 <input type="checkbox"/> ONG <input type="checkbox"/> 3 <input type="checkbox"/> Otra <input type="checkbox"/> 4 <input type="checkbox"/> ¿Cuál?	Privada <input type="checkbox"/> 1 <input type="checkbox"/> Pública <input type="checkbox"/> 2 <input type="checkbox"/> ONG <input type="checkbox"/> 3 <input type="checkbox"/> Otra <input type="checkbox"/> 4 <input type="checkbox"/> ¿Cuál?	Privada <input type="checkbox"/> 1 <input type="checkbox"/> Pública <input type="checkbox"/> 2 <input type="checkbox"/> ONG <input type="checkbox"/> 3 <input type="checkbox"/> Otra <input type="checkbox"/> 4 <input type="checkbox"/> ¿Cuál?
d. ¿Cómo evalúa las relaciones?	Intercambio de información <input type="checkbox"/> 1 <input type="checkbox"/> Participación en acciones conjuntas <input type="checkbox"/> 2 <input type="checkbox"/> Alianza formal <input type="checkbox"/> 3 <input type="checkbox"/>	Intercambio de información <input type="checkbox"/> 1 <input type="checkbox"/> Participación en acciones conjuntas <input type="checkbox"/> 2 <input type="checkbox"/> Alianza formal <input type="checkbox"/> 3 <input type="checkbox"/>	Intercambio de información <input type="checkbox"/> 1 <input type="checkbox"/> Participación en acciones conjuntas <input type="checkbox"/> 2 <input type="checkbox"/> Alianza formal <input type="checkbox"/> 3 <input type="checkbox"/>

5. ¿En qué actividades locales participó la organización el año pasado? (Marque con una X las que sean necesarias)

a. Procesos de desarrollo local 1 ¿Cuáles?

b. Ejecución de proyectos 2 ¿Cuáles?

c. Participación ciudadana 3 ¿Cuáles?

d. Otras 4 ¿Cuáles?

e. Ninguna 9

f. Beneficiario de proyectos 9

B. REALIZACIÓN DE CONTRATOS, CONVENIOS Y EVENTOS

1. ¿En los dos últimos años la organización realizó?

a. Contratos Si 1 No 2 ¿Cuántos?
 b. Convenios Si 1 No 2 ¿Cuántos?
 c. Eventos Si 1 No 2 ¿Cuántos?

Si contestó alguna de las tres preguntas Continúe
 De lo contrario Pase al capítulo III Ámbito Interno

2. Mencione los principales contratos, convenios y/o eventos elaborados el año anterior

a. Nombre de la Entidad	1.	2.	3.	4.
b. ¿Cuál es el vínculo con la organización?	Contrato <input type="checkbox"/> 1	Contrato <input type="checkbox"/> 1	Contrato <input type="checkbox"/> 1	Contrato <input type="checkbox"/> 1
	Convenio <input type="checkbox"/> 2	Convenio <input type="checkbox"/> 2	Convenio <input type="checkbox"/> 2	Convenio <input type="checkbox"/> 2
	Evento <input type="checkbox"/> 3	Evento <input type="checkbox"/> 3	Evento <input type="checkbox"/> 3	Evento <input type="checkbox"/> 3
c. ¿La Entidad es?	Pública <input type="checkbox"/> 1	Pública <input type="checkbox"/> 1	Pública <input type="checkbox"/> 1	Pública <input type="checkbox"/> 1
	Privada <input type="checkbox"/> 2	Privada <input type="checkbox"/> 2	Privada <input type="checkbox"/> 2	Privada <input type="checkbox"/> 2
	ONG <input type="checkbox"/> 3	ONG <input type="checkbox"/> 3	ONG <input type="checkbox"/> 3	ONG <input type="checkbox"/> 3
	Otra <input type="checkbox"/> 4	Otra <input type="checkbox"/> 4	Otra <input type="checkbox"/> 4	Otra <input type="checkbox"/> 4
d. ¿La Entidad es de carácter?	Municipal <input type="checkbox"/> 1	Municipal <input type="checkbox"/> 1	Municipal <input type="checkbox"/> 1	Municipal <input type="checkbox"/> 1
	Regnal o Dptal <input type="checkbox"/> 2	Regnal o Dptal <input type="checkbox"/> 2	Regnal o Dptal <input type="checkbox"/> 2	Regnal o Dptal <input type="checkbox"/> 2
	Nacional <input type="checkbox"/> 3	Nacional <input type="checkbox"/> 3	Nacional <input type="checkbox"/> 3	Nacional <input type="checkbox"/> 3
	Internacional <input type="checkbox"/> 4	Internacional <input type="checkbox"/> 4	Internacional <input type="checkbox"/> 4	Internacional <input type="checkbox"/> 4
e. ¿Cuál fue el monto? (En pesos)	Presupuestado \$	Presupuestado \$	Presupuestado \$	Presupuestado \$
	Ejecutado \$	Ejecutado \$	Ejecutado \$	Ejecutado \$
f. ¿Cómo participó la Organización?	Financiación <input type="checkbox"/> 1	Financiación <input type="checkbox"/> 1	Financiación <input type="checkbox"/> 1	Financiación <input type="checkbox"/> 1
	Ejecución <input type="checkbox"/> 2	Ejecución <input type="checkbox"/> 2	Ejecución <input type="checkbox"/> 2	Ejecución <input type="checkbox"/> 2
	Administración <input type="checkbox"/> 3	Administración <input type="checkbox"/> 3	Administración <input type="checkbox"/> 3	Administración <input type="checkbox"/> 3
	Subcontratación <input type="checkbox"/> 4	Subcontratación <input type="checkbox"/> 4	Subcontratación <input type="checkbox"/> 4	Subcontratación <input type="checkbox"/> 4
	Compras <input type="checkbox"/> 5	Compras <input type="checkbox"/> 5	Compras <input type="checkbox"/> 5	Compras <input type="checkbox"/> 5
	Veeduría <input type="checkbox"/> 6	Veeduría <input type="checkbox"/> 6	Veeduría <input type="checkbox"/> 6	Veeduría <input type="checkbox"/> 6
	Otros <input type="checkbox"/> 7	Otros <input type="checkbox"/> 7	Otros <input type="checkbox"/> 7	Otros <input type="checkbox"/> 7
g. ¿Cuál es el estado actual?	En formulación <input type="checkbox"/> 1	En formulación <input type="checkbox"/> 1	En formulación <input type="checkbox"/> 1	En formulación <input type="checkbox"/> 1
	En Ejecución <input type="checkbox"/> 2	En Ejecución <input type="checkbox"/> 2	En Ejecución <input type="checkbox"/> 2	En Ejecución <input type="checkbox"/> 2
	Paralizado <input type="checkbox"/> 3	Paralizado <input type="checkbox"/> 3	Paralizado <input type="checkbox"/> 3	Paralizado <input type="checkbox"/> 3
	Ejecutado <input type="checkbox"/> 4	Ejecutado <input type="checkbox"/> 4	Ejecutado <input type="checkbox"/> 4	Ejecutado <input type="checkbox"/> 4
	Liquidado <input type="checkbox"/> 5	Liquidado <input type="checkbox"/> 5	Liquidado <input type="checkbox"/> 5	Liquidado <input type="checkbox"/> 5
h. ¿Cuál es la duración? (Meses)	Presupuestada	Presupuestada	Presupuestada	Presupuestada
	Ejecutada	Ejecutada	Ejecutada	Ejecutada

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III. ÁMBITO INTERNO

A. RECURSO O TALENTO HUMANO

1. ¿De acuerdo con los estatutos de la organización, qué cargos directivos están establecidos y cuánto tiempo es el periodo para cada uno?

	Tiempo (En Años)		Tiempo (En Años)
a. Presidente <input type="text" value="1"/>	d. Secretario general <input type="text" value="4"/>
b. Vicepresidente <input type="text" value="2"/>	e. Tesorero <input type="text" value="3"/>
c. Director ejecutivo <input type="text" value="3"/>	f. Fiscal <input type="text" value="4"/>
		g. Vocal <input type="text" value="7"/>
		h. Oco <input type="text" value="8"/>
		¿Cuál?	

2. ¿Cuántos asociados forman parte de los cargos directivos de la organización?

Hombres Mujeres

3. ¿Cuántos asociados tiene la organización en total?

Hombres Mujeres

4. Para cada uno de los directivos llene la siguiente información

a. Nombre del cargo?	1.	2.	3.	4.	5.	6.
b. ¿Es hombre o mujer?	Hombre <input type="text" value="1"/>	Hombre <input type="text" value="1"/>	Hombre <input type="text" value="1"/>	Hombre <input type="text" value="1"/>	Hombre <input type="text" value="1"/>	Hombre <input type="text" value="1"/>
	Mujer <input type="text" value="2"/>	Mujer <input type="text" value="2"/>	Mujer <input type="text" value="2"/>	Mujer <input type="text" value="2"/>	Mujer <input type="text" value="2"/>	Mujer <input type="text" value="2"/>
c. ¿Qué antigüedad tiene en el cargo? (En meses)						
d. ¿Tiene experiencia como directivo en otras organizaciones?	Si <input type="text" value="1"/>	Si <input type="text" value="1"/>	Si <input type="text" value="1"/>	Si <input type="text" value="1"/>	Si <input type="text" value="1"/>	Si <input type="text" value="1"/>
	No <input type="text" value="2"/>	No <input type="text" value="2"/>	No <input type="text" value="2"/>	No <input type="text" value="2"/>	No <input type="text" value="2"/>	No <input type="text" value="2"/>
e. ¿Pertenece actualmente a otra organización?	Si <input type="text" value="1"/>	Si <input type="text" value="1"/>	Si <input type="text" value="1"/>	Si <input type="text" value="1"/>	Si <input type="text" value="1"/>	Si <input type="text" value="1"/>
	No <input type="text" value="2"/>	No <input type="text" value="2"/>	No <input type="text" value="2"/>	No <input type="text" value="2"/>	No <input type="text" value="2"/>	No <input type="text" value="2"/>
f. ¿Sabe leer y escribir?	Si <input type="text" value="1"/>	Si <input type="text" value="1"/>	Si <input type="text" value="1"/>	Si <input type="text" value="1"/>	Si <input type="text" value="1"/>	Si <input type="text" value="1"/>
	No <input type="text" value="2"/>	No <input type="text" value="2"/>	No <input type="text" value="2"/>	No <input type="text" value="2"/>	No <input type="text" value="2"/>	No <input type="text" value="2"/>
g. ¿Cuál es el máximo grado de escolaridad alcanzado?	Ninguno <input type="text" value="1"/>	Ninguno <input type="text" value="1"/>	Ninguno <input type="text" value="1"/>	Ninguno <input type="text" value="1"/>	Ninguno <input type="text" value="1"/>	Ninguno <input type="text" value="1"/>
	Primaria <input type="text" value="2"/>	Primaria <input type="text" value="2"/>	Primaria <input type="text" value="2"/>	Primaria <input type="text" value="2"/>	Primaria <input type="text" value="2"/>	Primaria <input type="text" value="2"/>
	Secundaria <input type="text" value="3"/>	Secundaria <input type="text" value="3"/>	Secundaria <input type="text" value="3"/>	Secundaria <input type="text" value="3"/>	Secundaria <input type="text" value="3"/>	Secundaria <input type="text" value="3"/>
	Superior <input type="text" value="4"/>	Superior <input type="text" value="4"/>	Superior <input type="text" value="4"/>	Superior <input type="text" value="4"/>	Superior <input type="text" value="4"/>	Superior <input type="text" value="4"/>
h. ¿Tiene habilidad en el manejo de equipos de oficina? (Fax, Computador)	No <input type="text" value="1"/>	No <input type="text" value="1"/>	No <input type="text" value="1"/>	No <input type="text" value="1"/>	No <input type="text" value="1"/>	No <input type="text" value="1"/>
	Mal <input type="text" value="2"/>	Mal <input type="text" value="2"/>	Mal <input type="text" value="2"/>	Mal <input type="text" value="2"/>	Mal <input type="text" value="2"/>	Mal <input type="text" value="2"/>
	Regular <input type="text" value="3"/>	Regular <input type="text" value="3"/>	Regular <input type="text" value="3"/>	Regular <input type="text" value="3"/>	Regular <input type="text" value="3"/>	Regular <input type="text" value="3"/>
	Bien <input type="text" value="4"/>	Bien <input type="text" value="4"/>	Bien <input type="text" value="4"/>	Bien <input type="text" value="4"/>	Bien <input type="text" value="4"/>	Bien <input type="text" value="4"/>

* Utilice un formulario adicional si no alcanza este para el número de cargos

5. ¿Existe una base de datos con información de los asociados en la organización?

Si Esta sistematizada Esta en archivos en carpetas

No

6. ¿Existen personas externas contratadas para el desempeño de cargos dentro de la organización?

Si ¿Cuántas? Costeó No Pase a la pregunta No. 8

7. ¿Qué funciones desempeñan y qué tipo de vinculación tienen esas personas?

Funciones		Vinculación	
a. Directivas <input type="text" value="1"/> No.	Ocasional <input type="text" value="1"/>	Temporal <input type="text" value="2"/>	Permanente <input type="text" value="3"/>
b. Administrativas <input type="text" value="2"/> No.	Ocasional <input type="text" value="1"/>	Temporal <input type="text" value="2"/>	Permanente <input type="text" value="3"/>
c. Técnicas <input type="text" value="3"/> No.	Ocasional <input type="text" value="1"/>	Temporal <input type="text" value="2"/>	Permanente <input type="text" value="3"/>

8. ¿Algún miembro de la organización ha recibido capacitación?

Si Costeó No Pase a la pregunta No. 10

9. Llene el siguiente cuadro

a. Clase de capacitación	1.	2.	3.	4.
b. Número de personas capacitadas	Socios <input type="text"/>	Socios <input type="text"/>	Socios <input type="text"/>	Socios <input type="text"/>
	Directivos <input type="text"/>	Directivos <input type="text"/>	Directivos <input type="text"/>	Directivos <input type="text"/>
c. Por iniciativa...	Externa <input type="text"/>	Externa <input type="text"/>	Externa <input type="text"/>	Externa <input type="text"/>
	Organización <input type="text"/>	Organización <input type="text"/>	Organización <input type="text"/>	Organización <input type="text"/>
d. Entidad que hace la capacitación				

10. ¿Se han brindado cursos de capacitación financiados por la organización y para los mismos miembros de la organización?

Si Continúe No Pase a la parte B. Capacidad de la liderazgo de la organización

B. CAPACIDAD DE LIDERAZGO DE LA ORGANIZACIÓN

1. ¿Cuáles son las principales características, actividades o servicios con los que es identificata la organización por la comunidad?

a. _____

b. _____

c. _____

d. _____

2. ¿Cuál es el grado de reconocimiento y aceptación que tiene la organización en la comunidad?

a. Alto Explique su respuesta _____

b. Medio Explique su respuesta _____

c. Bajo Explique su respuesta _____

3. ¿Cuáles son las principales diferencias o desacuerdos entre la organización y la comunidad?

a. _____ ¿A que se debe? _____

b. _____ ¿A que se debe? _____

c. _____ ¿A que se debe? _____

d. _____ ¿A que se debe? _____

4. ¿En su opinión, la imagen que tiene actualmente comunidad frente a la organización es?

a. Buena Explique su respuesta _____

b. Regular Explique su respuesta _____

c. Mala Explique su respuesta _____

C. CAPACIDAD ADMINISTRATIVA

1. ¿Se lleva un inventario de los recursos físicos de la organización?

Si No

2. ¿Con cuáles recursos físicos cuenta la organización?

Recursos físicos	Sede	Vehículo	Terrenos	Maquinaria	Herramientas	Equipos de Oficina	
a. ¿La organización cuenta con?	Si <input type="text"/> No <input type="text"/>	Si <input type="text"/> No <input type="text"/>	Si <input type="text"/> No <input type="text"/>	Si <input type="text"/> No <input type="text"/>	Si <input type="text"/> No <input type="text"/>	Si <input type="text"/> No <input type="text"/>	
b. ¿El recurso es necesario para su funcionamiento?	Si <input type="text"/> No <input type="text"/>	Si <input type="text"/> No <input type="text"/>	Si <input type="text"/> No <input type="text"/>	Si <input type="text"/> No <input type="text"/>	Si <input type="text"/> No <input type="text"/>	Si <input type="text"/> No <input type="text"/>	
c. ¿En que estado se encuentran?	Buena <input type="text"/> Regular <input type="text"/> Mala <input type="text"/>	Buena <input type="text"/> Regular <input type="text"/> Mala <input type="text"/>	Buena <input type="text"/> Regular <input type="text"/> Mala <input type="text"/>	Buena <input type="text"/> Regular <input type="text"/> Mala <input type="text"/>	Buena <input type="text"/> Regular <input type="text"/> Mala <input type="text"/>	Buena <input type="text"/> Regular <input type="text"/> Mala <input type="text"/>	
d. ¿Este recurso es?	Propio <input type="text"/> Alquilado <input type="text"/> Prestado <input type="text"/> En usufructo <input type="text"/> En comodato <input type="text"/> Otro <input type="text"/>	Propio <input type="text"/> Alquilado <input type="text"/> Prestado <input type="text"/> En usufructo <input type="text"/> En comodato <input type="text"/> Otro <input type="text"/>	Propio <input type="text"/> Alquilado <input type="text"/> Prestado <input type="text"/> En usufructo <input type="text"/> En comodato <input type="text"/> Otro <input type="text"/>	Propio <input type="text"/> Alquilado <input type="text"/> Prestado <input type="text"/> En usufructo <input type="text"/> En comodato <input type="text"/> Otro <input type="text"/>	Propio <input type="text"/> Alquilado <input type="text"/> Prestado <input type="text"/> En usufructo <input type="text"/> En comodato <input type="text"/> Otro <input type="text"/>	Propio <input type="text"/> Alquilado <input type="text"/> Prestado <input type="text"/> En usufructo <input type="text"/> En comodato <input type="text"/> Otro <input type="text"/>	Propio <input type="text"/> Alquilado <input type="text"/> Prestado <input type="text"/> En usufructo <input type="text"/> En comodato <input type="text"/> Otro <input type="text"/>
e. ¿Cuál es el uso actual?	Furnimiento <input type="text"/> Alquiler <input type="text"/> Ambos <input type="text"/>	Furnimiento <input type="text"/> Alquiler <input type="text"/> Ambos <input type="text"/>	Furnimiento <input type="text"/> Alquiler <input type="text"/> Ambos <input type="text"/>	Furnimiento <input type="text"/> Alquiler <input type="text"/> Ambos <input type="text"/>	Furnimiento <input type="text"/> Alquiler <input type="text"/> Ambos <input type="text"/>	Furnimiento <input type="text"/> Alquiler <input type="text"/> Ambos <input type="text"/>	
f. ¿Su número es suficiente?	Si <input type="text"/> No <input type="text"/>	Si <input type="text"/> No <input type="text"/>	Si <input type="text"/> No <input type="text"/>	Si <input type="text"/> No <input type="text"/>	Si <input type="text"/> No <input type="text"/>	Si <input type="text"/> No <input type="text"/>	

* Estos equipos de oficina hacen referencia a computadores, escritorios, sillas y papelería

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D. CAPACIDAD FINANCIERA Y CONTABLE

1. ¿La organización cuenta con prácticas contables?
 Sí 1 Continúe No 2 Posee al parte E. Capacidad financiera

2. ¿Cuánto tiempo hace? (En años) _____

3. ¿El manejo de la contabilidad es?
 a. Sistematizado 1 b. Manual 2

4. ¿La organización lleva libros básicos? (Señale con X las que sean necesarias)

a. Libros obligatorios
 Libro Mayor 1 Libro de diario 2 Libro de inventario y balance 3

b. Libros auxiliares
 Auxiliar de caja 1 Auxiliar de clientes 3 Auxiliar de gastos 5
 Auxiliar de bancos 2 Auxiliar de proveedores 4

5. ¿La organización utiliza la contabilidad para la toma de decisiones?
 Sí 1 ¿De qué forma? _____
 No 2

6. ¿Cómo esta conformado el patrimonio de la organización?
 a. No tiene 1 c. Terrenos 3 e. Equipos de Oficina 5
 b. Dinero 2 d. Vehículos 4 f. Otros 6

7. ¿Genera la organización recursos?
 Sí 1 Continúe No 2 Posee a la pregunta No. 10

8. ¿Estos recursos son por?
 a. Contribuciones en dinero de los asociados 1 ¿Cuánto? _____ c. Otra fuente 3 ¿Cuánto? _____
 b. Ingresos por ventas, servicios o productos 2 ¿Cuánto? _____ ¿Cuál? _____

9. ¿La organización recibe dinero de? (Seleccione con X todas las opciones posibles)

a. Donaciones organizaciones internacionales 1 ¿Cuánto? _____ d. Donaciones sector privado nacional 4 ¿Cuánto? _____
 b. Donaciones organizaciones nacionales 2 ¿Cuánto? _____ e. Otros recursos 5 ¿Cuánto? _____
 c. Subsidios sector público nacional 3 ¿Cuánto? _____ ¿Cuáles? _____

10. ¿La organización ha tenido créditos con bancos?
 Sí 1 No 2

11. ¿Cuántos socios estan al día con sus aportes?
 ¿Cuánto? _____

12. ¿La organización realiza informes financieros?
 Sí 1 No 2

13. ¿Qué estados financieros genera la organización? (Seleccione con X todas las opciones posibles)

a. Balance general 1 ¿Con qué frecuencia? _____ d. Otros 4 ¿Con qué frecuencia? _____
 b. Rentas y ganancias 2 ¿Con qué frecuencia? _____ ¿Cuál? _____
 c. Estado de cambios en el patrimonio 3 e. Ninguno 5

E. PLANIFICACIÓN ESTRATÉGICA

1. ¿Han realizado algún ejercicio de planificación donde identifiquen las siguientes características?

a. Los objetivos 1 c. Las metas 3 e. Las tareas 5 f. El Cronograma 7
 b. Los proyectos 2 d. Las actividades 4 g. El Presupuesto 6 h. Seguimiento y evaluación 8

2. ¿Quiénes participan en la elaboración?
 a. La junta directiva 1 b. Los socios 2 c. Todos (La junta directiva y los socios) 3 d. Externos 4
 ¿Cuáles? _____

3. ¿La organización le hace seguimiento y evaluación para saber que se esta cumpliendo?
 Sí 1 Continúe No 2 Posee a la pregunta No. 8

4. ¿Qué hace la organización con los informes de seguimiento y evaluación?
 a. Planificación 1 e. Toma de decisión 3
 b. Rendición de cuentas 2 d. Sistematización 4

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5. Mencione los principales proyectos formulados, en ejecución o ejecutados el año anterior y responda las siguientes preguntas

a. Nombre del proyecto	1. _____ _____	2. _____ _____	3. _____ _____
b. ¿Cuánto es la duración? (Años)	Presupuestada _____ Ejecutada _____	Presupuestada _____ Ejecutada _____	Presupuestada _____ Ejecutada _____
c. ¿Cuál es el monto? (En miles de pesos)	Presupuestado \$ _____ Ejecutado \$ _____	Presupuestado \$ _____ Ejecutado \$ _____	Presupuestado \$ _____ Ejecutado \$ _____
d. ¿Cuál o cuáles son las fuentes de financiación? (En miles de pesos)	Propios \$ _____ Externos \$ _____ Cofinanciados \$ _____	Propios \$ _____ Externos \$ _____ Cofinanciados \$ _____	Propios \$ _____ Externos \$ _____ Cofinanciados \$ _____
e. ¿Cuál es el estado actual del proyecto?	En formulación <input type="checkbox"/> 1 En ejecución <input type="checkbox"/> 2 Ejecutado <input type="checkbox"/> 3 Paralizado <input type="checkbox"/> 4 Liquidado <input type="checkbox"/> 5	En formulación <input type="checkbox"/> 1 En ejecución <input type="checkbox"/> 2 Ejecutado <input type="checkbox"/> 3 Paralizado <input type="checkbox"/> 4 Liquidado <input type="checkbox"/> 5	En formulación <input type="checkbox"/> 1 En ejecución <input type="checkbox"/> 2 Ejecutado <input type="checkbox"/> 3 Paralizado <input type="checkbox"/> 4 Liquidado <input type="checkbox"/> 5

F. COMUNICACIÓN

1. ¿La organización utiliza algún medio de comunicación?

1

Continúe

2

Pase a la pregunta No. 3

2. Mencione los principales medios de comunicación que utiliza la organización y responda las siguientes preguntas

a. Nombre del medio	1. _____	2. _____	3. _____
b. ¿Lo utiliza para comunicación?	Interna <input type="checkbox"/> 1 Externa <input type="checkbox"/> 2 Ambas <input type="checkbox"/> 3	Interna <input type="checkbox"/> 1 Externa <input type="checkbox"/> 2 Ambas <input type="checkbox"/> 3	Interna <input type="checkbox"/> 1 Externa <input type="checkbox"/> 2 Ambas <input type="checkbox"/> 3
c. ¿Cuál es el principal tema que trata en ese medio?	_____	_____	_____
d. ¿El cubrimiento que tiene el medio es? (cantidad de personas a que se llega)	Alto <input type="checkbox"/> 1 Medio <input type="checkbox"/> 2 Bajo <input type="checkbox"/> 3 Explique su respuesta _____	Alto <input type="checkbox"/> 1 Medio <input type="checkbox"/> 2 Bajo <input type="checkbox"/> 3 Explique su respuesta _____	Alto <input type="checkbox"/> 1 Medio <input type="checkbox"/> 2 Bajo <input type="checkbox"/> 3 Explique su respuesta _____
e. ¿El medio utilizado es?	De la organización <input type="checkbox"/> 1 Alquilado <input type="checkbox"/> 2 Prestado <input type="checkbox"/> 3	De la organización <input type="checkbox"/> 1 Alquilado <input type="checkbox"/> 2 Prestado <input type="checkbox"/> 3	De la organización <input type="checkbox"/> 1 Alquilado <input type="checkbox"/> 2 Prestado <input type="checkbox"/> 3
f. ¿En el último año, cuántas veces utilizó este medio?	_____	_____	_____

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3. ¿Cuántas veces el año anterior, la organización reunió o convocó a los socios o les envió información sobre?

a. Políticas de la organización <input type="checkbox"/> 1	No. De veces _____	d. Resultados de la gestión de la organización <input type="checkbox"/> 4	No. De veces _____
b. Programas de la organización <input type="checkbox"/> 2	_____	e. Otros <input type="checkbox"/> 5	_____
c. Estados financieros <input type="checkbox"/> 3	_____	¿Cuáles? _____	

4. ¿Qué tipo de reuniones se llevaron a cabo el año anterior en la organización?

a. Informativas <input type="checkbox"/> 1	d. De seguimiento <input type="checkbox"/> 4	g. Participación por delegados <input type="checkbox"/> 7
b. Financieros <input type="checkbox"/> 2	e. De planeación <input type="checkbox"/> 5	h. Otros <input type="checkbox"/> 8
c. Evaluativas <input type="checkbox"/> 3	f. Asambleas <input type="checkbox"/> 6	¿Cuáles? _____

5. ¿En cuáles de ellas esta estipulado que asistan los asociados?

a. Informativas <input type="checkbox"/> 1	d. De seguimiento <input type="checkbox"/> 4	g. Participación por delegados <input type="checkbox"/> 7
b. Financieros <input type="checkbox"/> 2	e. De planeación <input type="checkbox"/> 5	h. Otros <input type="checkbox"/> 8
c. Evaluativas <input type="checkbox"/> 3	f. Asambleas <input type="checkbox"/> 6	¿Cuáles? _____

6. ¿En qué actividades participan los socios?

a. No participan <input type="checkbox"/> 1	d. En el diseño e implementación del plan estratégico <input type="checkbox"/> 4
b. Son beneficiarios de los proyectos <input type="checkbox"/> 2	e. Otros <input type="checkbox"/> 5
c. En la ejecución de los proyectos <input type="checkbox"/> 3	¿Cuáles? _____

Appendix 5: Environmental Impact Checklist

CHECKLIST FOR ENVIRONMENTAL IMPACT AND MITIGATION

	Indicator	Is there an impact?	Mitigation Measure or Proposal
Physical Impact	Is there sufficient water for the business?		
	Is water likely to be polluted?		
	Is the atmosphere likely to be polluted?		
	Will noise levels increase?		
	Will soil erosion increase?		
Biological Impact	Will natural vegetation be destroyed or affected?		
	Does the business promote biodiversity or the conservation of species?		

Appendix 6; Instruments for the Evaluation of Psycho-Social Activities - Area 1

Work guide for Focus Groups before the Application of the Instrument Area 1

Date: _____ AIPODE project _____ Start Time: _____

Finish Time: _____

FACILITATOR OF GROUP _____

ESTIMATED DURATION: 2 hours

Overall Objective

Gather the perceptions of the beneficiary population concerning the results of the AIPODE project, and apply instruments to corroborate the levels of self image, resilience, coping and empowerment in the face of situations associated with violence and social vulnerability.

- *Clarifications and Ethical Considerations*

Interviewees are asked to offer their opinions, points of view and understanding of the topics covered with complete sincerity and honesty.

- *Methodology*

The questions will be open and presented in the order in which the objective they refer to appears in the Logical Framework.

All the answers will be recorded and stored in audio form or in writing.

Resources: Interview guide, paper, pencil and recording equipment.

INITIAL DISCUSSION

Present the following questions to the group to encourage responses and, if possible, debate.

1. What is your view of the benefits AIPODE has provided for the vulnerable population in your municipality?
2. In which areas have you received training from AIPODE? What were they useful for? In what ways do you put them into practice?
3. How do you view the response of the authorities to the problems that affect you and your community?

A STORY TO TELL

Before these questions are posed the facilitator should tell the following story that will allow the participants in the exercise to focus on a concrete example and thus to understand the spirit in which the questions are posed in the questionnaire.

The Girl who looks without Seeing

Near a town in Colombia, which is very popular with tourists because of its beautiful scenery and its culinary delights, there lived a poor family made up of father, mother and two children - a girl of 17 and a ten year old boy. This family had always been very united and everyone (except the boy) had to work to bring in money. They lived a tranquil life without causing any trouble and with no one troubling them until one day they heard uproar in the town. People were shouting, running all over the place, searching for missing family members, lost, not knowing what to do. The suspicions of the family proved correct: it was an armed group. They didn't know if they were the guerrillas, paramilitaries, the mafia, narcos.... What was clear was that on that day peace and quiet ended for many families. The armed people arrived full of rage, ordering everyone to their houses; anyone who didn't obey immediately would receive the most humiliating of punishments: shot in the middle of the street. The girl was in the street when the armed group arrived, without a care in the world, exactly in the spot where the armed men were gathering, and overcome by the shock of what was happening, by fear and uncertainty, was frozen to the spot. She didn't know whether to stay there or run away in desperation, to hide herself or not.... What was clear was that her powerful reaction had to do with seeing the armed men murder her parents and her brother. She understood what was happening, she ran as fast as she could to her house and she hid there for several hours. In the sure knowledge that her parents and her brother were no longer with her and that the whole town had been threatened by these bandits, she - absolutely terrified - preferred to go elsewhere and start her life afresh, to chance her luck with no idea what might happen in the immediate future. After these events she has been living day by day, saying that you never know what might happen next. They ripped her dreams from her, her hopes... her soul.

Coopersmith's Self Esteem or Self Image Inventory

Gender: Male Female Age: _____
 Internally Displaced? Yes No
 Living with Disability? Yes No

	<u>YES</u> I identify with the position	<u>NO</u> I do not identify with the position
1. More than once I have wished I was someone else		
2. It is hard for me to speak in front of a group		
3. There are aspects of myself I would change if I could		
4. It is not difficult for me to take decisions		

5. People have a good time in my company		
6. I am often in a bad mood at home		
7. I find it difficult to get accustomed to something new		
8. I am popular among people of my own age		
9. My family expects too much of me (in excess)		
10. In my home my feelings are respected		
11. I give in easily (I am very sensitive to others)		
12. It is not at all easy being me		
13. Everything in my life is complicated (confused)		
14. People tend to follow my ideas (support me)		
15. I don't have a high opinion of myself		
16. I often feel like leaving home		
17. I often feel fed up with my work		
18. I am uglier than everyone else		
19. If I have something to say I usually say it		
20. My family understands me		
21. Other people are nicer than me		
22. My family gives me a hard time or puts pressure on me		
23. I get discouraged easily when I try to do something		
24. I don't get worried about things		
25. I am not a trustworthy person		

Resilience Scale, Based on Evdokia (2007)

Gender: Male Female

Age: _____

Internally Displaced? Yes No

Living with Disability? Yes No

	<u>YES</u> I identify with the position	<u>NO</u> I do not identify with the position
1. When faced with difficult decisions I ask for advice from someone in my family		
2. When I want to do something my friends think is stupid I do it anyway		
3. When I find something difficult I give up trying		
4. When someone says something I don't understand I ask them to explain		
5. When I feel bad about problems at home I look for someone to talk to about it		
6. When I've had a bad day at school or work I look for something to distract me and I relax		
7. When I want something very expensive I work hard until I have enough money to buy it		
8. If I'm in a bad mood I prefer if no one at home talks to me		
9. When I'm sad I stay like that for days		
10. When my friends want to do something I don't want to do I look for someone in the group to come with me		
11. When I have problems at home, school or work I don't complete my homework or housework		
12. I have been able to overcome difficulties in my life		
13. when my family gets annoyed with me and they are right I say sorry		
14. When someone says something I don't understand I pretend that I have understood it anyway		
15. When I find something I am doing difficult I ask for help		
16. Even when everything is going wrong I try to keep going		

Community Empowerment Scale, based on Canaval (1999)

Gender: Male Female

Age: _____

Internally Displaced? Yes No

Living with Disability? Yes No

	A Lot	Not Much	Not at All
1. I am interested in what is going on in my community			
2. Nowadays I take part in decisions that affect my community			
3. Nowadays I feel that I am a part of my community			
4. Nowadays I participate in different activities in my community that benefit everyone			
5. My friends and I take part in committees and go to meetings where decisions are made for the good and health of my community			
6. Nowadays I take part in networks or groups that work for the good of my community			
7. Nowadays I speak with the media to let people know about what I know and what I do			
8. Nowadays I take part in community meetings and with institutions to inform them about what I know and what I do			
9. My friends and I take part in committees and go to meetings where we are able to make decisions about the good and health of my community			
10. I coordinate or have coordinated activities or projects for my group or community			
11. I feel at home in my community			
12. I participate or have participated in a health committee			
13. I participate or have participated in a civic committee			
14. I participate or have participated in meetings of the <i>Juntas de Acción Local</i>			
15. I feel I have been responsible for some changes that have occurred in my community			
16. I feel I could do something for my community			
17. I have really been able to do something for my community			
18. I like my community			
19. The services for vulnerable people in my community have improved			
20. The attitude of my community towards vulnerable people has improved			

COPING SCALE

Gender: Male Female

Age: _____

Internally Displaced? Yes No

Living with Disability? Yes No

	Never	Rarely	Some-times	Often	Always
1. I accept the situation because it's inevitable					
2. I hope for a miracle and pray to God that He'll grant one					
3. My difficulties are not serious					
4. Sometimes I don't do what I planned on doing					
5. I analyse situations and then decide what to do					
6. I make jokes and take things lightly					
7. I try to do other things so I don't have to think about what's going on					
8. I look for information from people who know					
9. I seek advice about my problems from professionals					
10. I control my emotions at all times					
11. I frequently share my emotions with my family					
12. I pretend that the danger does not exist					
13. I take on any situation that occurs					
14. I make changes where I live in order to avoid disasters					
15. I have established my own prevention plan and I carry it out					
16. It is difficult for me to write about my situation					
17. I go for walks to distract myself					
18. I get involved in community activities					
19. I reflect on different ways of doing things					
20. I follow what others do					
21. I have a prevention plan and I follow it					
22. I try to change my habits according to my problems					
23. I try not to think about problems					
24. I try not to lose control, and to think before acting					
25. I try not to feel anything					