



PROJECT

"Legal and psychosocial care and community support to families displaced by the armed conflict in the city of Cali and systematization of a methodology for the care of victims of the armed conflict".

**EXTERNAL EVALUATION
(01 March 2021 - 31 December 2022)**

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INTRODUCTION

This document corresponds to the evaluation of the project "Legal and psychosocial care and community support to families displaced by the armed conflict in the city of Cali and systematization of a methodology for the care of victims of the armed conflict", implemented by SOLIVIDA Association between March 1, 2021 and December 31, 2022.

It consists of eight parts, as follows: the first part briefly describes the context of the Pacific region of Colombia, as the main geographic location from which most of the displacements originate.

This is followed by a description of SOLIVIDA's profile as the project's executing institution, and then a general description of the project in order to understand what is to be evaluated. In the fourth chapter, the five key actors of the project are listed.

With the above clarifications, we then turn to the purposes of the evaluation and its methodology. The evaluation approached a quantitative and a qualitative dimension, whose sources were primary and secondary, focused on the five key actors.

Finally, conclusions are presented, as well as some general recommendations and others specifically aimed at SOLIVIDA's organizational strengthening.

Although, as mentioned above, this document is an evaluation, it has also sought to highlight hidden impacts of the execution of the project, which, although outside the evaluation indicators, have had an impact on the stakeholders. Likewise, emphasis has been placed on SOLIVIDA's organizational strengthening, since the organization's sustainability is a priority issue that must be addressed urgently, so that this organization can continue operating, contributing to the improvement of the quality of life of many individuals and families, victims of the armed conflict in Colombia; serving more and better, in a highly complex context, where the conditions of socio-economic vulnerability exceed, at times, what is imaginable.

1. CONTEXT: THE COLOMBIAN PACIFIC

The Colombian Pacific region is located to the west on the Pacific Ocean coast. It includes territories belonging to the departments of Chocó, Valle del Cauca, Cauca and Nariño. It extends in Colombia from the Darien Gap, on the border with Panama, to the border with Ecuador at the Mira River.

It is a humid or super humid region with rainfall ranging from 3000 to 10000 milliliters, with a great diversity of flora and fauna (tropical rainforest), and very rich in precious minerals, gold, platinum and others, which have been exploited since colonial times.

Two sub-regions can be distinguished: to the north, corresponding especially to the Chocó, there are rocky cliffs and inlets, and to the south, the Pacific floodplain with marshes and estuaries. The communication of the north of the Pacific with the interior is made through a road that communicates Quibdó with Medellín and another that communicates Quibdó with Pereira. The roads that connect the Andean interior and the center of the country with the coast are the Cali-Buenaventura highway in Valle de Cauca and the Pasto-Tumaco road in Nariño.

There are very few roads in the interior of the Pacific region. Mobility is solved through a wealth of river routes that run through rivers of great flow, mainly the Atrato that goes north and the rivers San Juan, Micay, Patia, Mira and a large number of fast-flowing streams that descend to the Pacific.

The original settlement of these territories was indigenous with ethnic groups such as the Awa, Embera Katios and Waunanas, who today make up approximately 5% of the population. The oldest Afro-descendant population comes from enslaved Africans who were brought to work in the gold mines or from groups of maroons who took refuge in these lands. Currently, 73% of the region's inhabitants are of African descent. Throughout history, there have been different migratory waves of population that are not worth mentioning here. Mestizos account for approximately 6% (2005).

The ancestral communities of the region have woven a close relationship with the rivers and the jungle that has ensured their life, survival and the development of a culture appropriate to this territory. The current crisis, accelerated by the armed conflict of the last decades and by the irruption of development models that ignore the human and environmental reality, puts the survival of these cultures and these territories at risk today more than ever.

The wealth of fauna, flora, minerals, and the ethnic, social and cultural richness of the peoples that inhabit the Pacific contrasts with the extreme poverty of many of its inhabitants.

This contrast is a reflection of a prolonged process of exclusion by the Andean territories and the dominant elites. The self-recognition of the inhabitants happens more by reference to the river basins they inhabit or where they come from than by reference to administrative divisions.

We are not going to detail figures that are obtained in numerous publications and updated and confirm the deficit of health indicators (mortality, morbidity, vaccination, etc.), environmental sanitation (access to drinking water, sewage, water pollution by illegal mining), access to education, food security. These indicators are aggravated by the situation of violence that affects all territories, especially in recent decades: forced displacement, confinement, sexual violence, murder of leaders, landmine accidents, recruitment of minors, among others. These are all very worrying and under-recorded figures due to the fear that the armed actors exercise over the population that denounces and over the officials who record them.

There are six subregions in the Pacific region:

- The subregion of Chocó, which includes all the municipalities of the department
- The sub-region of Valle del Cauca, whose main town is the port of Buenaventura, the most important port in the Pacific and Colombia.
- The Cauca subregion with three towns: Guapi, Timbiqui and López de Micay.
- The Nariño subregion, which includes the Sanquianga subregion (La Tola, Mosquera, Olaya Herrera, El Charco, Iscuande)
- The subregion of the Timbiqui triangle: Barbacoas, Roberto Payan and Magui Payan.
- The South Pacific sub-region, with Tumaco as the second main Pacific port

The subregional division expresses and conditions the history and socioeconomic existence of each region; something that can also be said of the dynamics of the armed conflict in these territories. Analysts insist that many wars are fought in the Pacific and that each war has its own stamp within the general dynamics of the conflict associated with subregional characteristics.

On the other hand, they also point out that the Peace Agreement and the demobilization of the FARC EP from these territories in 2016 marks a turning point in the modalities of the conflict in the territory whose characteristics we hope to briefly point out in these notes (Cf. Ombudsman's Office, characterization of the Pacific region).

A REPORT by ACAPS, dated December 6, 2021, summarizes in these terms the evaluation of the situation five years after the peace agreement:

Clashes between armed groups continue. "After the signing of the Peace Agreement between the National Government and the Revolutionary Armed Forces of Colombia on November 24, 2016, the conflict in the country has not ceased."

This year marks five years since the signing of the agreement, but mass displacement has not diminished. Between July and September alone more than 15,644 people have been displaced in 21 mass displacement events, an increase of 107% over the 2020 total. From January to November 2021, at least 68,325 people were reported displaced in 153 mass events, double the total reported for all of 2020.

As of November 15, 2021, 88 massacres have been reported with 313 people killed as of September. An increase of 9% compared to the same period last year.

The worsening of the armed conflict and the lack of state presence mainly affect the departments of Antioquia, Bolívar, Córdoba, Putumayo, Cauca, Chocó and Nariño.

Territorial control is disputed over areas of strategic importance and routes for drug trafficking and other illegal economies. The most affected population groups are women, children, indigenous peoples, Afro-Colombians and social leaders. Armed groups seek territorial control and threaten Afro-Colombian and indigenous groups that govern themselves autonomously and defend their territories. People who oppose the activity of armed groups are often intimidated, threatened or persecuted.

Non-compliance with some points of the agreement such as security and reinsertion of ex-combatants and land restitution has changed the dynamics of the armed conflict and has led to the return of 2 to 7% of the 13,000 demobilized ex-combatants, as well as the strengthening of existing armed groups such as AGC and ELN in former FARC EP-controlled areas. The limited compliance with the comprehensive national crop substitution program that seeks to eradicate drug production has allowed for the replanting of illicit crops and the strengthening of criminal groups.

2. SOLIVIDA: institutional profile

Asociación Solidarios Por la Vida, SOLIVIDA, is a non-governmental organization that has been serving victims of violence in the Aguablanca district of the city of Cali since 1996. However, they have been working in the territory since 1992, operating under the name of Asociación Proyecto del Mañana Cultura y Solidaridad Pro.Do.C.S. (Project for Tomorrow's Culture and Solidarity Association).

In 2001, the name was changed to Solidarity for Life Association SOLIVIDA because it was the way in which the community and local institutions recognized its work with victims of violence.

Currently, the Association has assisted approximately 3,600 families and more than 28,000 people affected by different forms of violence, in two aspects: the protection and restoration of rights violated by acts of violence; and the protection or reconstruction of social bonds of solidarity and trustworthy meeting places for victims.

For its efforts on behalf of these people, SOLIVIDA received in 2018, the Franco-German Human Rights Award "Antonio Nariño". However, it should be mentioned that it had previously received other awards, such as: one of the three best national experiences of Care for Victims of Armed Conflict by the Toledo International Center in 2011; and winning video in the UN Women in Peacebuilding call, with the documentary "Ahí viven los Paz" in 2016.

The team is made up of the General Director of SOLIVIDA, the coordinator of orientation and psychosocial care, the legal advisors, the social work group that supports the evaluation of resources and needs of the population, the community promoters who -with the support of social work- carry out community visits and follow-up, the office secretary and the person responsible for document management processes.

The team includes two legal professionals, a physician trained in mental health, two social workers, a document management professional, two community promoters and a secretary.

3. PROJECT

3.1. General

The IFA/ZIVIK 2021 - 2022 project had identified - through several years of practice in the territory - the context of the problems it would have to address in the following terms:

- a) There is a huge gap between the need for care and the capacity to meet it, and this gap is present in all regions of Colombia.
- b) The signing of the peace agreement with the FARC allowed a period of appeasement of the war that led some families to return to their lands, but in a short time, the conflict reactivated with new actors and with equal or crueler methods to fill the power vacuum left by the FARC in its demobilization.
- c) The efforts of the State, international cooperation, NGOs and other local organizations to address this situation are invaluable but insufficient and sometimes harmful.
- d) It is necessary to multiply the capacity to respond to this need and to do so by making the most of the lessons learned over the years. SOLIVIDA intends to make its contribution and share it with society.
- e) At the beginning of the year 2021, there was no idea of the dimensions that the pandemic and the National Strike, which was very severe in Cali, were going to have. These unforeseen situations brought great difficulties, but also the opportunity to strengthen the bonds of trust with the population that did not feel abandoned at that time. SOLIVIDA developed tools and technologies that were (and continue to be) useful for the accompaniment of vulnerable populations and that constitute a valuable result for the care strategy.

In other words, the project had to recognize, on the one hand, the limitations of this context and, on the other, contribute to the search for adequate solutions to these circumstances. In this sense, the project focused on five actors (displaced families, Secretariat of Peace and Citizen Culture, community leaders, universities and Solivida) and nine lines of action, as listed below:

- the adequacy of the routes, procedures, institutions and information to overcome or mitigate the barriers generated by Covid-19
- the guarantee of the rights recognized for victims
- better knowledge, on the part of displaced persons, of the institutions, routes and procedures for accessing rights and services
- improving the capacity of leaders to accompany and guide displaced households in aspects related to legal assistance and psychosocial accompaniment and to newly-arrived families
- the contribution of social leaders to the participatory and timely diagnosis of the situation in the communities in order to propose better and more timely institutional and community responses.
- SOLIVIDA's capacity building to strengthen its ability to transfer knowledge, replicate and sustain itself (socially and institutionally) and contribute its experience and methodology in the future to other organizations working with victims of the armed conflict (document management, information system, systematization of tools and procedures, lessons learned).
- the generation and strengthening of forms of dialogue and integration between community organizations and state institutions
- the generation and strengthening of forms of dialogue and interaction between academia and organizations for teaching, research and assistance.
- dissemination of experiences and results in the care of victims of the conflict to society, social organizations, institutions and academia

4. ACTORS

4.1. DISPLACED FAMILIES

The project established as inclusion criteria, the attention of families displaced to Cali by the armed conflict after the signing of the peace agreement, who accepted SOLIVIDA's attention. The project initially targeted 320 displaced families, but 20 more were added in 2022.

Forced displacement is a violent, forced event of great intensity that leads families to decide to abandon the territory with its ties, its goods and its people in exchange for protecting their lives or at least the lives of the survivors. An event of this nature has short-, medium- and long-term consequences on the economic, social and cultural life of families and territories, and has serious and lasting effects on the mental health of the most vulnerable members. Most of these families lose control over their assets and leave with no expectation of return. They come, in the case of the group served by SOLIVIDA, from the southwest of Colombia and generally settle in the neighborhoods and subnormal settlements in the east of the city of Cali.

Regarding the routes followed by the families that sought care at SOLIVIDA, it can be said with precision that members of the same family nuclei that were attacked referred more than 95% of them. A fact that should be noted for the respective conclusions.

The attention to the families was distributed as follows:

Period of Attention	Number of Families Served	Remarks
2020	140	Pilot stage of the project
2021 a 2022	180	Continuation of the project
2022	20	Additional families served as of the cut-off date of the project evaluation.
Total	340	

SOLIVIDA aims to support victims of violence in two ways: the restoration of rights violated by acts of violence and the protection or reconstruction of social bonds of solidarity and trustworthy meeting places.

4.2. SECRETARY FOR PEACE AND CIVIC CULTURE

The second actor identified for the project was the Secretary for Peace and Civic Culture of Santiago de Cali. This is the body in charge of designing and implementing policies, programs and projects that enable the prevention of violence, the peaceful resolution of conflicts, the promotion and protection of human rights and the promotion of a culture and pedagogy of peace and reconciliation, according to Decree 0516 of 2016.

The pandemic and the strike directly affected the structures and projects of the Secretary for Peace and Civic Culture, so the agenda with SOLIVIDA was adjusted around four objectives:

- The exchange of experiences and joint practices in the field, based on the work carried out both with families that are victims of the conflict and with community leaders.
- Strengthening of the Secretary in the coordination in the territory for the accompaniment and care of victims.
- The consolidation of a museographic exhibit to be displayed in the museum rooms of the House of Memories of the Conflict and Reconciliation, based on field experiences developed by community leaders.
- SOLIVIDA's contribution, based on its experience with families who are victims of the conflict and with community leaders, to the generation of diagnoses and proposals for the public policy on Peace and Reconciliation of the Vice-Secretary for Human Rights of the Secretary for Peace and Civic Culture.

4.3. COMMUNITY LEADERS

Community action to support victims carried out by people from the community is one of the most efficient and effective ways (ability to reach a significant number of people) that can be advanced. Community members live nearby, know the local culture and language, and are trusted by the population. In addition, there are very few professionals available for this type of support and fewer are available to work with the community in their territories.

Most victims (who are also survivors) can overcome difficulties by drawing on their own personal and cultural resources accompanied by a person in the community who has the

vocation and training to do so. It is also important that people in the communities know how to identify situations that require intervention that is more specialized and learn how to refer to another level of care.

The community leaders who participated in the project, from the pilot phase to completion, were selected mainly based on the following criteria:

- They are people the community trusts, mainly women.
- These are people, mostly displaced by the armed conflict, previously assisted by SOLIVIDA and now want to help other families who are victims of the conflict.
- The following are residents of the territory
- They are people with the capacity to dialogue with institutions and social organizations in the territory, since they are already familiar with the care routes and procedures.

The leaders are fellows of the displaced population and share with them places of origin and destination. The exercise of helping others makes them aware of their experience and knowledge and their action with them has the strength that comes from shared experience and cultural and existential closeness with the displaced population.

The training topics that SOLIVIDA has identified as a priority for working with community leaders are:

- Knowledge of the basics of victim support especially at first contact.
- Knowledge of the actors, routes and competencies for institutional attention to victims
Institutional attention route for victims of the armed conflict in Cali
- Knowledge of the requirements and procedures for requesting compensation or administrative reparation for victims.
- Ability to elaborate and interpret the familiogram of the victims.
- Knowledge of basic support and listening actions and psychosocial impact interventions in the community.
- Training in the use of the web page to assist victims in their integral recovery and comprehensive care.

4.4. UNIVERSITIES

The fourth key actor of the project are the Higher Education Institutions in Santiago de Cali, mainly the Universidad Autónoma de Occidente, the Universidad San Buenaventura and the Universidad Javeriana, identified for their participation in the understanding of the armed conflict and above all as creators of knowledge, leaders of research and generators of



spaces where the diversity of thoughts and positions that coexist converge, towards the construction of peace, justice and reconciliation in Colombia.

It is important to highlight the work that SOLIVIDA has been doing for 12 years in conjunction with the Universidad Autónoma de Occidente, which aims to establish the conditions through which the School of Social Facilitators (EFS) is developed, in the realization of a social exercise that contributes to community development.

The most recent project carried out within the framework of this agreement linked the University's Graphic Communication Design program to Solivida, allowing an academic, research and community exercise, that resulted in the design of communication products that guide SOLIVIDA's support service for victims of violence. This project, in addition to linking the EFS's own processes, appropriated elements of scientific inquiry, creating research/creation results, thus giving a much broader scope than expected, according to SOLIVIDA's mission and its beneficiaries.

With the Pontificia Universidad Javeriana, a project is being carried out with postgraduate students of the master's degree in family counseling, who are involved in the practice and care of families and family networks linked to SOLIVIDA.

The main purpose with the Universities is to develop initiatives that address academic interests, projects associated with research, teaching and/or assistance to population victims of the conflict and that have historically had some links with SOLIVIDA.

4.5. SOLIVIDA

As already mentioned, the Solidarity for Life Association SOLIVIDA is a non-governmental organization that serves victims of violence in the District of Aguablanca in the city of Santiago de Cali. It was legally established as an NGO in 1996 under the name of Asociación Proyecto del Mañana Cultura y Solidaridad Pro.Do.C.S., but it has been working in the Aguablanca area since 1992. In 2001, it changed its name to Asociación Solidarios por la vida SOLIVIDA, and from its beginnings to date, it has assisted approximately 3,600 families displaced by violence and some 28,000 people affected by different forms of violence.

At the time of submitting the proposal, SOLIVIDA had pointed out some aspects that identified strengths and weaknesses. The following is a summary of the points made at that time:

- SOLIVIDA had accumulated a long experience in assisting victims of the armed conflict for more than 20 years.
- SOLIVIDA had an orderly but not systematized collection of various information: basic characterization of families, record of displacement routes and mobiles, familiogram, record of needs and legal, social and psychosocial interventions, copy of identity documents, copy of legal decisions, among others.
- SOLIVIDA saw the continuity of its work compromised by funding difficulties, despite its best efforts to operate with the minimum of resources.
- The information and experience were very important, but only part of it was incorporated into magnetic media and there were tables that collected the information, but not an information system that would make it possible to interrelate the different types of information to evaluate in a methodical and comparable way the results of the information and the characterization of the population served.
- SOLIVIDA had institutional, academic and social recognition for its work in the region and in some national and international instances, but it did not have the infrastructure, budget or capacity to incorporate and methodically train people from the grassroots and academia to systematize the lessons learned.
- SOLIVIDA formulated the proposal under the concept of "capacity building", which included the aspects to be strengthened: information system, document management, systematization, institutional and academic dialogue, and the capacity to transfer knowledge, manage documents and systematize the experiences and tools used.

In this sense, the direct protagonists of SOLIVIDA's action, the users (victims) and people who provide technical guidance for the implementation of information systems, documentation and systematization of experiences and tools used, are selected as actors in this task.

5. EVALUATION PURPOSES

The purposes of this evaluation are:

- I. Evidence of the percentage of compliance with the proposed results for each of the five key stakeholders defined in the project.
- II. To evidence hidden impacts of project execution
- III. Generate recommendations for strengthening SOLIVIDA's medium and long-term sustainability.

6. METHODOLOGY FOR PROJECT EVALUATION

The proposed evaluation methodology establishes two evaluation stages. The first consists of a quantitative evaluation of the project's performance (percentage of compliance with the

results defined for each of the key stakeholders). The second consists of a qualitative evaluation of the project, which analyzes the impacts of the project.

With respect to the first stage, the expected results are distributed/grouped according to the five key actors (Families, Secretary of Peace and Civic Culture, Community Leaders, Universities and, finally, Solivida), analyzing the planned results, compared with the results obtained, thus assigning a percentage (%) of compliance.

With respect to the second stage, which aims to qualitatively assess the impacts of the project, the concept of "hidden impacts" is used in order to highlight the actions carried out by Solivida on each of the key stakeholders, which, although not explicitly expressed in the project, did occur as a result of its implementation and had some impact, generally positive, on the stakeholders.

For this evaluation, every impact is evaluated, as well as the corresponding means of verification. In addition to this, and taking into account that the deployment of the project contemplates multiple variables that dialogue among the different actors, an ethnographic tool is used as an element of qualitative evaluation. Thus allowing distant and foreign evaluators, as in the case of this evaluation, to understand the meanings, feelings and impacts of the project's actors (Aunger, 1995; Samaja, 1997).

Based on Fetterman (1989) and Griaule (1969) theorists of ethnography, three tools were used for qualitative evaluation:

1. Participant observation: recording of what is observed, seeking to generate a link with the community under analysis.
2. Interviews: guided conversations, based on questions with intention, depth and open discussions.
3. Mapping of feelings: map showing the feelings before and after the project's interventions.

6.1. PERFORMANCE EVALUATION (QUANTITATIVE)

The results achieved by the project and their level of compliance are presented below for each of the stakeholders.

6.1.1. STAKEHOLDER 1: DISPLACED FAMILIES

Expected Results	% Compliance	Means of Verification	Remarks
Legal and psychosocial attention for the 140 families of the pilot project, until these families meet all the requirements for compensation from the Colombian State.	100%	Follow-up Data Table Version 13-12-2022. Photographs Family sheets Physical review of cards according to random sample.	The pilot project served 140 families in the 2020 period. Of these, 99 achieved the objectives. 41 families left the program due to situations external to SOLIVIDA. SOLIVIDA attended to the 140 families that were planned, and continued to assist the families that continued in the process.
Legal and psychosocial care for 180 new families displaced by the armed conflict.	106% (200/180)	Follow-up Data Table Version 13-12-2022. Photographs Family sheets Physical review of cards according to random sample.	Regarding care: In the continuation of the project, SOLIVIDA continued working with the same methodology and care path developed in the pilot phase and set out in the formulation of the pilot project. In the period from 2021 to 2022, 200 families were served, that is, 20 families in addition to the 180 families planned for the continuation of the project. In this sense, the project was able to serve 340 families in total. With respect to compliance with indemnity requirements: Of the 180 new families, 51 families met the objectives, 31 families left the program due to external SOLIVIDA situations. The remaining 98 families continue to be accompanied by the Association.

6.1.2. STAKEHOLDER 2: SECRETARY OF PEACE AND CIVIC CULTURE

Expected Results	% Compliance	Means of Verification	Remarks
Consolidate institutional links with the Office of the Mayor of Cali, through the Secretary of Peace and Civic Culture, to exchange learning experiences, share service offerings, and contribute to the formulators of plans and programs in favor of victims.	100%	<p>Publication: Characterization of 300 families.</p> <p>Publication: Banishment and Resistance of displaced families after the Peace Accord: 300 families and 10 family trunks served by SOLIVIDA.</p>	<p>Physical and digital publication prepared by SOLIVIDA's work team, developed with the leaders, which is part of the museum exhibit displayed in the rooms of the museum of the House of Memories of Conflict and Reconciliation.</p> <p>Through this publication, SOLIVIDA contributes, based on its field experience with leaders and dialogue with victims, to the diagnosis and design of proposals for public policy on Peace and Reconciliation.</p> <p>SOLIVIDA also carried out several activities in conjunction with the Secretariat in order to present to the leaders the programs of the House of Memories, as well as the exchange of experiences and joint practices in the field that enrich their knowledge and skills contributing to the development of public policy proposals for peace and reconciliation and attention to victims.</p>
Conduct a characterization of the families served in the periods August to December 2020, March to December 2021 and February to June 2022.	100%	<p>Publication: Characterization of 300 families.</p>	<p>Physical and digital publication prepared by the SOLIVIDA work team, which describes the lessons learned, conclusions and recommendations for state institutions in the process of victim care.</p>
Prepare a memory document to be delivered to the House of Memories and Reconciliation, to the State Institutions responsible for Victim Attention and to the French and German embassies.	100%	<p>Publication: Banishment and Resistance of displaced families after the Peace Accord: 300 families and 10 family trunks served by SOLIVIDA.</p>	<p>Physical and digital publication prepared by the SOLIVIDA work team, which shows the elements identified thanks to the methodology incorporated by SOLIVIDA, the familiogram or genogram that allows visualizing the family structures in their place of origin and recording the changes they undergo when displaced as family networks, not as broken families.</p>

<p>Hold an event to present the book of memories and the results of the characterization of the families served.</p>	<p>100%</p>	<p>Photos, attendance list, Webex recording of the event held on November 29, 2022.</p>	<p>Event held on November 29, 2022 at the Universidad Autónoma de Occidente. Officials representing universities, organizations for the care of victims of the armed conflict, as well as the Consul of Germany, attended the event.</p>
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6.1.3. STAKEHOLDER 3: COMMUNITY LEADERS

Expected Results	% Compliance	Means of Verification	Remarks
<p>Continue with the training of community leaders to improve the capacity of community members to orient, assist and refer victims in a scenario in which greater needs are foreseen according to the context.</p>	<p>100% (24/24)</p>	<p>Attendance lists of leaders at each training workshop.</p> <p>Guide Format for the Orientation of Community Leaders.</p> <p>Signing of the food receipt for family food support.</p> <p>Photographs.</p>	<p>SOLIVIDA conceives the training of social leaders as a strategic action that allows, on the one hand, to improve their skills to accompany and guide displaced households in aspects related to legal attention, psychosocial support and, on the other hand, to strengthen their capacity as social leaders to propose better and faster institutional and community responses based on their knowledge of the situation.</p> <p>In the 2021 - 2022, training (workshops) were conducted for community leaders. In the year 2022, community leaders were approached to the different programs led by the House of Memories of the Conflict and Reconciliation.</p>
<p>Involve community leaders in community diagnostic processes that support the development of intervention proposals in the territory and the contents of the training.</p>	<p>100%</p>	<p>Workshop in the evaluation phase: Map Sentipensando Mi Caminar Con Solivida (Mapping My Walk with Solivida)</p>	<p>The strategy is to weave support structures with local cultural resources to generate processes that are "continuous, concrete and within the reach of the people".</p> <p>These leaders are mostly people who have been displaced by the armed conflict, have lived through it, and have already been assisted by SOLIVIDA and want to help other families who are victims of the conflict. They come with experience in helping people who, like them, live in precarious conditions, and share a culture and practices of coping with life.</p> <p>Trusted individuals are selected for the community, who are mostly women.</p>

			<p>Community leaders know the location of the households they serve and become trusted by them.</p> <p>On the other hand, it is important to highlight that during the workshop called "Mapa Sentipensando Mi Caminar Con Solivida", the community leaders mentioned that the training received has allowed them to be replicators of the SOLIVIDA methodology, both in directing the victim families to be attended by the foundation and in sharing the knowledge acquired regarding their rights.</p>
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6.1.4. STAKEHOLDER 4: UNIVERSITIES

Expected Results	% Compliance	Means of Verification	Remarks
<p>Initiate integration processes with university centers in the region to participate in the production of knowledge (research), in the training of personnel (undergraduate and graduate students, civil servants or volunteers who accompany victims), and in the dissemination and exchange of information on the situation of victims.</p>	<p>66% (2/3)</p>	<p>Agreement and/or contract signed with Higher Education Institutions</p> <p>Work Plan built collectively with each of the Higher Education Institutions with which the agreement is formalized.</p>	<p>Three (3) integrations were planned with Higher Education Institutions: Universidad Autónoma de Occidente, Universidad San Buenaventura, Universidad Javeriana. Of these, two (2) integrations were achieved. With the Universidad San Buenaventura, the pandemic affected the alliance and the construction of the work plan.</p> <p>With respect to the Work Plan with the Universidad Autónoma de Occidente (UAO), the following is highlighted:</p> <p>24 undergraduate students from the Universidad Autónoma de Occidente are linked to SOLIVIDA through the School of Social Facilitators.</p> <p>Interns from the Universidad Autónoma de Occidente, who have joined SOLIVIDA's psychosocial team, supported the production of graphics for SOLIVIDA's publications under this project.</p> <p>The faculty of social communication supported SOLIVIDA in the process of improving the institutional brand and the design of some of the</p>

			<p>institutional documents, with students under the supervision of a University professor.</p> <p>With respect to the Work Plan with the Universidad Javeriana, the following is highlighted:</p> <p>The work with this institution was developed around the linkage of 4 graduate students through the Master's Degree in Family Counseling and the Master's Degree in Human Rights and Culture of Peace.</p> <p>Likewise, in a meeting with the director of the specialization in Culture of Peace and Human Rights, Dr. Lina Fernanda González, with the postgraduate professor Irene Victoria, with a student and with the governor of the Nasa indigenous cabildo in Cali, a work plan was initiated to coordinate tasks that link a group of students and the indigenous victims of the Nasa community.</p> <p>The work plan was also initiated with students of the Family Specialization. The families were chosen and the virtual work methodology was established.</p> <p>With the Universidad Javeriana they began the orientation work in the care of two students of the Master's Degree in Family. Five sessions were held with them on August 4, 8 and 15 and September 5 and 14, 2022.</p>
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6.1.5. ACTOR 5: SOLIVIDA

Expected Results	% Compliance	Means of Verification	Remarks
<p>To carry out a diagnosis of the barriers and new needs raised by the pandemic, and to adapt and disseminate among the population the most suitable forms of organization and procedures to respond to the legal, psychosocial and social needs in the context of the COVID19 pandemic, which we assume, will last for the next two years.</p>	<p>100%</p>	<p>Systematization of a methodology that responds to the legal and psychosocial needs of the victim population of the armed conflict in the context of the COVID19 pandemic.</p> <p>Table of data of the families served by the project.</p> <p>Follow-up data table Version 13-12-2022.</p> <p>Photographs</p> <p>Family sheets</p>	<p>During the execution of the project, the incorporation of the methodology by SOLIVIDA allowed the creation of the data table in which the information of the families is consolidated; the data table in Excel format corresponding to the families and the follow-up data table, both documents presented as an annex in each of the interim reports for the period 2021-2022.</p> <p>The variables collected in these databases identify the needs expressed by the families, as well as the traceability of the process of each one of them, from the moment they start the accompaniment, as well as when they are discharged due to the fulfillment of the objectives.</p> <p>It is important to note that the information recorded in the data tables is stored physically and digitally in each of the files of each of the beneficiary families of the project.</p>

<p>Strengthen document management at SOLIVIDA</p>	<p>100%</p>	<p>SOLIVIDA has an archive of duly protected files, with purified information.</p> <p>Physical and digital folders of attention of the beneficiary families of the project.</p> <p>Place and mechanism of storage of the information that guarantees the due protection.</p> <p>SOLIVIDA's physical documentation on victims is duly preserved and has been digitized, described, coded and classified according to the types of documentation and the information needs of current or potential users of such information.</p>	<p>There are folders of attention of the beneficiary families of the project. There is a physical folder per family and a digital folder.</p> <p>Treatment of victims' documents with document management techniques to protect the documents, the privacy of the victims and the availability of the users for the attention, teaching, or research on victims and the armed conflict in Colombia.</p> <p>Documentary Management System and Quality Management System</p> <p>In 2021, the standardization of service formats began.</p>
<p>Strengthen SOLIVIDA's information system in the processes of recording, analysis and use of information.</p>	<p>50%</p>		<p>SOLIVIDA collects two types of information: categorical and quantitative variables and records of legal, psychosocial and social intervention processes.</p> <p>SOLIVIDA has an organized data table of the families served by the project and IFA ZIVK. An Excel table is currently available, which collects duly refined information to characterize the needs and characteristics of the population served.</p> <p>The SOLIVIDA information system is capable of generating additional information from cross-referencing primary variables and evaluating the effectiveness of care interventions.</p> <p>Once this project is completed, it will begin the task of migrating the data of the families served during the previous years in order to have organized information that will allow it to show the processes of care in each family.</p>

<p>Identification of useful tools and procedures for the care of victims and for the training of trainers in accompaniment and care.</p>	<p>100%</p>		<p>The project contributed to updating and adjusting administrative instruments and/or formats:</p> <ul style="list-style-type: none"> ● Proof of home visit. ● Home visit form (1st and 2nd visit) ● Initial file and characterization. ● Story. ● Familiogram. ● Annex 1. Forced Displacement. ● Tracking card to the route. ● Psychosocial assessment form. ● Legal Needs Assessment (Office Based Care Assistance) ● Follow-up care. ● Documentation of members of the family group. ● Victims Unit documents. ● Attention certificates.
<p>Identification of lessons learned from the systematization of successful cases with the participation of all stakeholders and external support from an expert.</p>		<p>Pedagogical briefcase with tools, records, processes, and lessons learned.</p>	<p>The capacity to transfer knowledge and train new care agents through a package of pedagogical resources (tools, procedures, lessons learned, etc.) systematized from their experience.</p> <p>Qualification of students and the SOLIVIDA team in qualitative methodological strategies.</p> <p>Qualification of the SOLIVIDA team in the generation and recording of qualitative and quantitative information.</p> <p>SOLIVIDA has produced a pedagogical briefcase with tools, records, processes, and lessons learned useful for the care of victims, the standardized and evaluable recording of processes and the transfer of knowledge to new actors who can apply it with validity in other scenarios.</p>

<p>Strengthen the use of SOLIVIDA's social networks (Facebook, Website) to disseminate its work, share lessons learned in victim assistance and generate distance-training processes for community agents.</p>	<p>100%</p>	<p>Two (2) Publications in social networks</p> <p>Two (2) videos on the Website on the occasion of SOLIVIDA's 30th Anniversary</p> <p>One (1) Twitter post</p> <p>Web Page update project.</p> <p>Training SOLIVIDA users in the use of Whatsapp and email.</p>	<p>SOLIVIDA Website: https://solivida.wixsite.com/solivida/inicio</p> <p>One (1) Twitter post made by the German Embassy in Colombia (05/13/22) after the meeting with the Ambassador and the Embassy's political secretary.</p> <p>Website update project: improvement of the web platform interface, allowing better communication and visibility.</p> <p>SOLIVIDA users are instructed on how to access WhatsApp and email or other resources to access the institutions' services when required from a public internet site.</p>
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6.2. PROJECT IMPACT ASSESSMENT (QUALITATIVE)

This evaluation is based on two exercises of qualitative magnitude, nourished by interviews, social mapping and information analysis. The first exercise identifies relevant impacts, understood as “hidden”, that contribute greatly to the achievement of the project's results and value generation. The second exercise attempts to validate the narratives found in each of the impacts and their means of verification, taking elements of social mapping, with a group of beneficiaries who describe their relationships with the city, with society, with Solivida, around emotions and places that build valuable collective reflections and perceptions for the evaluation of the project.

6.2.1. IDENTIFICATION OF HIDDEN IMPACTS

IMPACT #1: Contribution to the reconstruction of life in the new conditions of displaced families.

MEANS OF VERIFICATION:

- ❖ All families, without exception, recognize a feeling of distrust in people and institutions that blocks socialization, the search for resources and access to initiatives and rights.
- ❖ The recovery of trust is a priority task, in the order of interventions and in its importance to advance towards the reconstruction of life in the new conditions. It is a result of a multitude of interventions that converge: permanent availability, receptive and non-invasive attitude, effective response to the services requested, and openness to listen and to guide any kind of demands.

- ❖ Recovery of confidence in the families. Healing of broken ties: Discovering with the victims that it is possible to talk, that it is necessary to talk, that talking is NOT a danger as it usually happens in the territory of origin, where they have been living for a long time under terror.
- ❖ SOLIVIDA as an element that "softens" the indelible impact of forced displacement, but thanks to its comprehensive care approach, contributes to reparations, increased confidence and a sense of calm in displaced families.
- ❖ SOLIVIDA provides services, but it is not exclusively a legal and psychosocial service. In addition to solving a problem, the services are also a mediation to weave the bonds of trust and organizational forms of acceptance that are essential to navigate the path in the new scenario.

IMPACT #2: SOLIVIDA as a Learning and Support Community/Network.

MEANS OF VERIFICATION:

- ❖ Interactions with other displaced persons become a fundamental tool in the search for a dignified life.
- ❖ The displaced families begin to know each other. They begin to form friendships. They begin to build trust among themselves. They begin to form a network of support among families. They begin to share information of all kinds: from the way to get around in a new, large and unknown city for many, to the way to present themselves, talk and ask questions before a legal procedure in a State institution.
- ❖ Victims of the conflict who seek care at SOLIVIDA arrive mainly on the recommendation and guidance of others who have already been assisted.
- ❖ The same network that SOLIVIDA and the displaced families are building up provides greater coverage and presence in the territory to keep the foundation informed with greater precision of the status of the families.
- ❖ SOLIVIDA as an organization that generates sufficient and enriched data for the development of public policies for the care of victims of the armed conflict in Colombia.
- ❖ SOLIVIDA, because of the wealth of information it collects and processes, opens up a wide range of research possibilities on the complex web of violence in southwestern Colombia and its impact on the populations and social transformations in their territories and in the urban contexts of reception.

IMPACT #3: Improvement in the indicators of coverage, accompaniment and attention to the population victim of the armed conflict that arrives to Cali.

MEANS OF VERIFICATION:

- ❖ Differentiation of SOLIVIDA's services from those offered by the State and national NGOs. SOLIVIDA expands coverage, support and care by providing a different methodology, for its special treatment with people, for clarity, transparency and agility with which the news is transmitted and communicated. It is not a standardized methodology; it is a methodology that takes external references and adapts, according to SOLIVIDA's experience and needs/context of the population, the strategies to be developed.
- ❖ SOLIVIDA generates alliances with other foundations and associations (Secretary of Peace and Civic Culture, Nuevo LATIR Foundation, PAZ y BIEN Foundation), which allows it to improve its scope and complement the benefits intended for displaced families.
- ❖ SOLIVIDA defines its role as mediator between the victims and the State. SOLIVIDA brings the role of the Institutions closer to the Community.
- ❖ SOLIVIDA facilitates communication and the relationship between users and local health, education, social protection and justice institutions.

IMPACT #4: Recovery of mental health in displaced families.

MEANS OF VERIFICATION:

- ❖ Generation of bonds as a protective factor for life, mental health, and the strengthening of resistance to adversity and generation of new life possibilities.
- ❖ Displaced families express that they find in SOLIVIDA a refuge. SOLIVIDA's headquarters, as a house, is perfectly designed as a socially appropriate space for care. SOLIVIDA has been in the same territory for 30 years. It is a familiar, welcoming place, and within reach of the people.
- ❖ The first contact reveals to them that they are "in the right place", in contact with people familiar with their stories of exile, their suffering and their state of precariousness. There, they listen to each other without time or subject limitations.
- ❖ SOLIVIDA not as a legal entity but as a natural person. SOLIVIDA becomes a family, a call when it is most needed, a hug, a sweet word, listening to the silences of the families, a food market, blankets, gifts and presents for their children.
- ❖ The strategy of using home visits with families as an encounter rather than a survey/interview.

IMPACT #5: Building citizen awareness in displaced families.

MEANS OF VERIFICATION:

- ❖ Strengthening of citizen awareness, autonomy, and the capacity to manage their interests, needs and demand a response to processes. Assisted victims are willing to take the path to vindicate their rights by carrying out procedures on their own before the institutions.
- ❖ There is evidence of empowerment of some of the heads of household in the management of their rights before the institutions. They know the routes, actors and tools to achieve the guarantee of their rights.

IMPACT #6: Strengthening SOLIVIDA's medium- and long-term sustainability

MEANS OF VERIFICATION:

- ❖ Strengthening of the State's institutional links at the local and regional levels in the spaces where decisions are made and policies are designed for the care of victims of the armed conflict.
- ❖ Alliances and public relations opportunities as a mechanism to strengthen the sustainability of SOLIVIDA's project and its medium and long-term effects.
- ❖ SOLIVIDA was a special guest of the Ombudsman's Office at the accountability activity at La Tertulia in Cali on June 8, 2022: the regional Ombudsman, Dr. Gerson Alejandro Vergara, recognized in his speech the work that SOLIVIDA does in the city with victims as one of the best in the country, and proposes to coordinate some activities with SOLIVIDA.
- ❖ SOLIVIDA participated in the virtual meeting called "Dialogue as a tool for peace building" organized by the French Agency for Development, RSFC-Ensemble la Paix and Caritas Colombia on September 20, 2022. 26 international organizations attended this meeting and SOLIVIDA had the opportunity to present its vision on the importance of attending victims directly in the territories to which they are displaced.

IMPACT #7: Strengthening the capacity to train community leaders to assist and orient families who are victims of the conflict in the territory.

MEANS OF VERIFICATION:

- ❖ The inclusion of leaders in the community accompaniment is a methodological success. These leaders are mostly people who have been displaced by the armed conflict, have lived through it, and have already been assisted by SOLIVIDA and want to help other families who are victims of the conflict.
- ❖ Community leaders come with experience in helping people who, like them, live in precarious conditions, and share a culture and practices of coping with life. They are the best teachers for discovering urban ways of life. The skills needed to survive in rural contexts are different from those required to survive in the city.
- ❖ Gender focus: Trusted persons are selected for the Community, who are mostly women. Community leaders know the location of the households they serve and become trusted by them.

IMPACT #8: Initial development of organizational capacities for the care of child victims of the armed conflict.

MEANS OF VERIFICATION:

- ❖ As of the date of this evaluation, there are 94 children between the ages of 0 and 10 years who are served by SOLIVIDA. During the holiday season, the Foundation provides gifts and presents for the children.
- ❖ However, according to the SOLIVIDA data table and the publication entitled Characterization of the 300 families, there are 367 children under 19 years of age, distributed as follows:
 - 0 to 4 years old: 26 males and 23 females = Total 49
 - 5 to 9 years: 56 males and 60 females = Total 116
 - 10 to 14 years: 49 males and 47 females = Total 96
 - 15 to 19 years: 41 males and 65 females = Total 106

IMPACT #9: Strengthening of regional academic connections for the exchange of experiences in the field of talent training, research and population care.

MEANS OF VERIFICATION:

- ❖ Training processes in intervention with families and victims of the armed conflict through internships for undergraduate students, and undergraduate and graduate theses.
- ❖ 24 undergraduate students from the Universidad Autónoma de Occidente are linked to SOLIVIDA through the School of Social Facilitators.
- ❖ 4 graduate students from the Universidad Javeriana are linked to SOLIVIDA through the Master's Degree in Family Counseling and the Master's Degree in Human Rights and Culture of Peace.

IMPACT #10: Strengthening of an Institutional Quality Management System.

MEANS OF VERIFICATION:

- ❖ Administrative instruments were adjusted, such as characterization forms, context sheets, follow-up forms, timelines, and familiograms.
- ❖ The project contributed to updating and adjusting administrative instruments and/or formats:
 - Proof of home visit.
 - Home visit form (1st and 2nd visit)
 - Initial file and characterization.
 - Story.
 - Familiogram.
 - Annex 1. Forced Displacement.
 - Tracking card to the route.
 - Psychosocial assessment form.
 - Legal Needs Assessment (Office Based Care Assistance)
 - Follow-up care.
 - Documentation of members of the family group.
 - Victims Unit documents.
 - Attention certificates.
- ❖ With respect to capacity building of the SOLIVIDA work team:
 - Qualification of the team in qualitative methodological strategies.
 - Qualification of the team in the generation and recording of qualitative and quantitative information.

6.2.2. ANALYSIS BASED ON SOCIAL DIALOGUE

Taking into account the benefits of participant observation and social mapping, an instrument called the "MAP OF MY WALKING WITH SOLIVIDA" was designed. Its objectives were to identify impacts through a dialogue that maps the relationships between the city, sentiments and historical memory. That is, the sentiment between displaced families, community leaders and SOLIVIDA. Likewise, to identify the changes in this dialogue located in two moments or times, the first before the actors knew SOLIVIDA, and a second moment after going through the attention route, thus identifying the transformation of the sentiment/feeling-thought. In addition to this, to identify the beneficiaries' perceptions of the Association and its methodology for approaching victim assistance and, of course, the other elements surrounding SOLIVIDA and the implementation of the project.

The instrument was implemented in two days (morning and afternoon), in which 32 people participated. Basically, participants were invited to connect two specific historical moments in their lives with emotions, located on a map of the city of Cali. The seven proposed emotions (sadness, joy, fear, anger, calm, tranquility, insecurity) were identified with a specific color. The exercise was divided into three moments, the first called the "Map of yesterday", which invited us, in a very careful way, to situate ourselves in the time and place of arrival in the city of Cali, a second moment to establish elements of strength and opportunity for improvement for SOLIVIDA and, finally, a third moment called the "Map of today" that connected the present time with the emotion and the way they lived in Cali.

One of the results to be highlighted are the differences between the maps of yesterday and today. In the first map, the most frequently recorded emotions were sadness, fear and insecurity, a situation evident in the population with whom we were talking. However, in the second map, calm and tranquility appear with a certain frequency. In the dialogue that was built when creating the maps, it was identified that the variations in emotions arise from the link with SOLIVIDA, denoting that the Association not only guides in technical processes, but is perceived as a group of people who weave relationships of trust, support and guidance.

Regarding SOLIVIDA, the beneficiaries understand it as a transparent Association, which works selflessly for people, supporting and supporting them in all processes. They see it as a learning and protection community, which establishes relationships based on care and support, in the psychosocial, economic and, in some cases, labor dimensions. For the beneficiaries, the people who are part of Solivida build relationships of trust that provide support in the most difficult moments, a work team that manages the processes of the victim assistance route in a timely manner and maintains constant communication. They perceive the Association's headquarters as a meeting place, a safe and protective environment.

The way in which the beneficiaries arrive at SOLIVIDA is distributed in three groups, the most representative being by recommendation of someone close to them, followed by a less representative group of beneficiaries who arrive by recommendation made by the Unit for Attention and Integral Reparation to Victims (UARIV), and finally a small group that arrives by call or direct contact established by the Association.

Improving communications, broadening the spectrum of management to housing, are the opportunities for improvement that arose when asked if SOLIVIDA had to change anything. In an approximation to consensus, the beneficiaries expressed that the Association's management is solid, effective and very assertive.

7. CONCLUSIONS AND RECOMMENDATIONS

7.1. GENERAL CONCLUSIONS

The evaluation concludes that SOLIVIDA met the objectives proposed under the project. In addition, its actions generated (or are generating) positive impacts that go beyond what was formally established in the agreement.

It is important to highlight the work carried out by SOLIVIDA in terms of research for advocacy, as the organization uses and develops different research methodologies and context analysis to obtain information on problems in the sector. This research is documented, used by the team, updated and shared with external actors through publications.

The donation received by SOLIVIDA is of enormous importance to the Association, as it allowed it to operate under stable conditions and serve a larger group of people/families; in short, to do more and better. However, in order to guarantee SOLIVIDA's future sustainability, it is urgent to carry out an exercise to structure and implement a resource management/fundraising strategy that will allow it to continue operating in the medium and long term.

An important basis for this is the recognition SOLIVIDA enjoys. This is perhaps the Association's most important intangible asset, which should be used to manage strategic alliances with other organizations, to obtain resources and to strengthen its actions, including the possibility of expanding its portfolio of services.

Another aspect, no less important, is the need for the Association to carry out, as part of its strategic planning for the future, a thorough reflection on the generational replacement of its

work team. The next SOLIVIDA leaders must be profiled, who, with a good accompaniment, will be able to face the current challenges of the organization and take it to the next level, so that SOLIVIDA not only remains in time, but can serve better and better a population that more than needing it, depends on it to manage the minimum for their livelihood.

SOLIVIDA has managed to consolidate a successful intervention model, very particular/almost unique, which should be strengthened, as it supplements or complements in many cases, the actions that should be in charge of the State, and it does so with an enormous social sensitivity, with vocation, empathy and with a genuine interest in improving the quality of the people and families they serve.

7.2. GENERAL RECOMMENDATIONS

- For future projects, it is recommended not to formulate so many expected results (this project has 15 results). In addition, it is recommended that the formulation of a result have a goal or indicator that allows for more efficient monitoring of its execution and its future evaluation.
- It is recommended that a variable be included in the initial characterization sheet that collects information about how people came to SOLIVIDA.
- The regional Ombudsman recognizes SOLIVIDA's work as one of the best in terms of attention to victims of the conflict. Therefore, to establish a joint work plan with the Ombudsman's Office is highly recommended.
- Improve coordination between SOLIVIDA, School of Social Facilitators of the Universidad Autónoma de Occidente, and the student intern, to formulate a project that meets the technical conditions required by all parties, and that is functional for the Association.
- Continue strengthening SOLIVIDA's document management system. Strengthen procedures for information backup: the virtual documentation of the families is located on a USB memory stick. It is recommended to initiate the respective inquiries to legally validate information controls of cloud service providers.
- To begin to carry out, as far as possible, pilot projects that allow the incremental development of capacities for the care of children.
- Resume conversations with Universidad San Buenaventura to formalize the alliance and start developing work plans to involve undergraduate and graduate students in key SOLIVIDA projects and activities.
- Resume the project to update the web page, and continue strengthening the use of SOLIVIDA's social networks (Facebook, Website) to disseminate its work, share lessons learned in victim assistance and generate distance-training processes for community agents.

- The information system being consolidated in SOLIVIDA should reflect lessons learned from successful cases with the participation of all stakeholders and external expert support.
- It is suggested to initiate the design of a geo-referenced system capable of recording care processes (legal, psychosocial, social management), producing indicators, evaluating the results of interventions and preparing the respective reports for users (care managers, educators, researchers).
- It is recommended to document the action plans and results achieved with the work carried out with each University.
- It is recommended to start monitoring the performance of each of the social networks and the foundation's website, with the purpose of developing strategies that allow greater positioning of the foundation and that this can be materialized in that more people and/or entities can add to support the financing of the processes led by the foundation.

7.3. ANALYSIS AND RECOMMENDATIONS FOR ORGANIZATIONAL STRENGTHENING

The Organizational Performance Index (OPI) was used as a reference to present the conclusions and recommendations regarding the social strengthening of SOLIVIDA. This index has four domains and eight variables. Each of these is discussed below.

Domain	Description	Variable	Description	Comments
Efficiency	An organization's capacity to plan and budget its interventions, with technical and financial efficiency analysis.	Provision of services	Organizations that develop, use and update their work plans, define budgets and monitoring systems, and analyze the technical and financial efficiency of their programs and services.	SOLIVIDA has completed at least 80% of the program services in its annual work plan, on time and within budget, and performs periodic technical and financial monitoring of program operations and services.
		Scope	Organizations that use resources to reach their target population with clearly articulated plans and, over time, expand the number of target population, geographic areas and/or improve the quality of their programs and	SOLIVIDA has achieved at least 80% of its expected results with the target population, has scaled up, and deepened its activities in terms of

			services.	coverage and quality.
Relevance	An organization's capacity to respond to the real and current needs of its beneficiaries, and to remain alert to any changes that influence this capacity. It also implies the organization's ability to adjust its actions through continuous improvement and learning processes.	Target population	Organizations that involve key and relevant stakeholders (members, partners, beneficiaries, allies and beneficiary parties) in a participatory manner at each stage of management, to ensure that activities are oriented to real needs and are incorporated into the design and implementation of solutions.	SOLIVIDA carries out participatory planning and decision-making processes with the target population and other relevant stakeholders, including gender, generational, ethnic and/or other vulnerability perspectives. There is room for improvement in the sense that these results are socialized and decisions are incorporated into the design and implementation of new programs and services.
		Learning	Organizations that adopt and implement learning outcomes to make adjustments, changes and/or improvements within the organization to adapt to new contexts.	SOLIVIDA has a defined process for analyzing the successes, challenges and lessons learned from its programs and services. It can improve in the sense of institutionalizing and appropriating this process to implement improvement changes and thus adapt to new contexts, socialize them through its communication strategy to influence other organizations (sharing experiences, for

				example).
Effectiveness	An organization's ability to carry out its programs with quality and continuously improve the operation of its programs in accordance with its vision, mission, objectives and goals.	Results	Organizations that measure and analyze medium and long-term results to better serve their associates and/or beneficiary population.	SOLIVIDA has met more than 75% of its medium- and long-term outcomes for all its programs and services.
		Organizational standards	Organizations that create and/or adopt and constantly implement standards or protocols (national, international, technical, quality, etc.) and improve these standards over time.	The organization implements its protocols and/or standards in at least half of its programs and services, and continues to adjust to establish new protocols and/or standards to guide its actions.
Sustainability	An organization's ability to ensure that its programs and services are supported by a diverse group of partners and networks, along with its ability to secure, maintain and manage diverse sources of its own, local and international funding and resources (cash and/or in-kind), achieving long-term results.	Resources	Sustainable organizations that generate resources strategically, using multiple and diverse sources.	SOLIVIDA is developing a resource mobilization plan that clearly identifies both the resources needed for programs and services, as well as possible sources. It could be improved in the sense that, once this resource mobilization plan is structured, the organization manages to leverage resources from at least two sources of funding, with efforts to diversify resources, so that no donor represents more than 40% of SOLIVIDA's total resources for the corresponding

				operating year.
		Capital stock	<p>Sustainable organizations understand and make efficient use of social capital, understood as the relationship of trust, coordination and cooperation with other organizations and public-private institutions, with a view to implementing their activities with long-term results.</p>	<p>SOLIVIDA identifies itself as a leader in national networks and/or recognized organizational platforms that are relevant to its programs and services, leading collective action proposals.</p> <p>SOLIVIDA is a positive benchmark that can demonstrate partnerships with other civil society organizations, government entities and industry.</p>

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