



FINAL REPORT

Final Evaluation of the Program of Alliances for Reconciliation



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1. Introduction

This document develops the final report of the evaluation of the Program of Alliances for Reconciliation. It presents the main results of the collection, analysis of quantitative and qualitative information, and conclusions derived from the work carried out by EcoAnalitica. The document is developed in the following sections: (I) Background, in which a brief description of the program is given; (II) Objectives, in which the scope of the evaluation is outlined; (III) Methodology, a section in which the quantitative and qualitative methodologies developed will be presented; (IV) Results, a section that delves into the quantitative metrics and qualitative information; and (V) Conclusions of the evaluation.

2. Background

The Program of Alliances for Reconciliation (PAR) is a program implemented in Colombia by ACDI/VOCA and funded by the United States Agency for International Development (USAID), which seeks to promote transformative alliances between public, private and civil society in order to generate economic and social opportunities for vulnerable populations through a reconciliation approach.

PAR is a \$74.9 million, 6-year project implemented between 2016 and 2022 in 28 municipalities. PAR has been¹, facilitating and promoting processes aimed at generating changes in the attitudes, behaviors, and perceptions of Colombians toward reconciliation. The program arose after the signing of the peace agreement between the Government of Colombia and the Revolutionary Armed Forces of Colombia (FARC) when the country was in a period of transition and uncertainty: while Colombians had voted for peace, they held diverse views on what constituted a successful post-conflict process, distrust, experienced gaps in communication

¹ Bogotá, Medellín, Cali, Apartado, Cartagena de Indias, Turbo, Santa Marta, Buenaventura, Florencia, Arauca, Cúcuta, Ciénaga, Vistahermosa, Quibdó, Chaparral, San Carlos, Bojayá, Maicao, Barranquilla, San Vicente del Caguán, Uribí, Rioblanco, Puerto Rico, Cartagena del Chaira, Mesetas, Arauquita y Riohacha

and media services between the rural and urban population, and vulnerable groups had limited educational and employment opportunities.

PAR supports reconciliation between victims, ex-combatants and other citizens in conflict-affected areas to address the challenges of the peace process and in support of USAID's Development Cooperation Strategy in Colombia 2014-2020. Support for post-conflict processes, in addition to those related to the integration of the migrant population from Venezuela, marked two of PAR's greatest challenges, as they required re-orienting some of the objectives and diversifying its partners and alliances, among others.

This final evaluation of PAR measures the results and impacts of the program's activities, initiatives, and adaptations throughout the dynamic social, economic, and post-conflict operating environment it worked within.

3. Objectives

The objectives of the PAR Final Assessment are as follows:

1. Collect quantitative metrics that capture primary, secondary, and indirect results that were not captured through routine PAR monitoring and evaluation processes.
2. Collect complementary qualitative information around key results and impacts to understand how and to what extent changes were facilitated.

4. Study Methodology

4.1. Quantitative methodology

For the development of this evaluation, it was proposed that quantitative information be collected through telephone surveys to partners and program participants, in which the program evaluation metrics were collected.

In the design of the participant sample, it was established that the target population corresponds to the participants of the Program of Alliances for Reconciliation (PAR) and seeks the characterization and evaluation of the indicators at the national, regional and municipal levels, including disaggregation by strata defined by sex (male, female), age (16-29 years old for youths, adults 30 years or older), and ethnicity (Afro-Colombian, Indigenous, and others). The following assumptions were made: 1) Percentage of participants who report an improvement in the attributes evaluated, which given the lack of previous data is assumed to be equal to 50%; 2) The total number of participants belonging to the urban and rural communities that make up the area of influence is equal to 31,223 (according to figures reported in the terms of reference, the sum of men and women, over the age of 16); 3) Inference quality indicators, 95% confidence and expected minimum relative standard error of 3.5%. Under these assumptions, the optimal sample size established was 841 surveys.

Table 1 Participant sample design parameters

Parameters	Stage
Trust	95%
Relative standard error (Rel.SE)	3.5%
% of participants who report improvement in the evaluated attributes	50%
Estimated standard deviation	1.7%
Response rate	90.0%
Z value	1.96
N	31,223
Power	97.5%
CV	3.4%
Total surveys	841

Table 2 Population and sample according to strata for participants

Participant Characteristics		Population		Sample		Expanded data	
Sex	Men	12.514	40%	351	42%	12.489	40%
	Women	18.709	60%	490	58%	18.734	60%
Age Range	Youth Ages 16 to 29	15.319	49%	407	48%	15.299	49%
	Adults Ages 30 or older	15.904	51%	434	52%	15.924	51%
Ethnicity ²	Indigenous	1.389	4%	44	5%	1.370	4%
	Afro-descendants	6.505	21%	190	23%	6.438	21%
	None	23.329	75%	607	72%	23.415	75%

² Respondents declare if they belong to an ethnic group; in this sense, the answer implies the sense of belonging to a certain ethnic group.

The sample design for PAR's partners established that the target population corresponds to the partners of the Program of Alliances for Reconciliation (PAR) and includes disaggregation by strata defined by type of executing and non-executing partner. The assumptions were: 1.) Percentage of organizations that report an improvement in the evaluated attributes, which since there is no previous data is assumed to be equal to 90%, 2.) The total number of organizations is equal to 671 (according to figures reported in the terms of reference sum of executing and non-executing allies); 3.) Inference quality indicators, 95% confidence and expected minimum relative standard error of 5%. Under these assumptions, the optimal sample size established was 120 surveys.

Table 3 Partner sample design parameters

Parameters	Stage
Trust	95%
Relative standard error (Rel.SE)	5%
% of partners who report improvement in the attributes evaluated	90%
Estimated standard deviation	2.8%
Response rate	100%
Z value	1.96
N	671
Power	97.5%
CV	3.1%
Total surveys	120

Table 4 Population and sample according to strata for partners

Partner Type	Population		Shows		Expanded data	
Executing	139	79%	70	58%	139	79%
Non-executing	532	21%	50	42%	532	21%

The field work was carried out for the participants between September 4th and 22nd, 2021, and for partners between September 11th and October 8th, 2021. Regarding the participant group, once the process of expanding the data beyond the intervention population was carried out, the stratifications of sex, age range, and ethnicity represent the characteristics of the whole population. Additionally, the sampling balanced the participants according to their geographic location, year of participation in the program and the type of project in which they participated. In

terms of geographic location, the sample was distributed according to the percentages of participants in the 27 municipalities of the study with variations of less than 12% in each municipality, except for the municipality of Bojayá.

Regarding the partners, once the process of expanding the data to the total population of partners has been carried out, the proportion of the stratification of executing and non-executing partners remains, with 21% of the executing partners and 79% of the non-executing partners. In terms of the type of organization, the sample includes 93% private partners, among which are 49% private companies, 47% non-profit organizations, 3.4% international organizations, and 1% civil-society organizations on the other hand, the 7% of public partners are comprised of 96% public entities at the local level and 4% public entities at the national level.

4.1. Qualitative methodology

Taking into account that the second objective of the consultancy is to collect complementary qualitative information about the key results and impacts, to understand how the changes were facilitated and to what, within the framework of the evaluation of the five years of intervention of the PAR Program, two primary collection techniques were implemented: i) focus groups (FG), aimed at participants; and ii) semi- structured interviews with key informants (KII).

Semi-structured interviews

Semi-structured interviews were developed through an instrument with structured questions that address topics of interest in the research and will serve as the basis for an in-depth study by the interviewer (Sandoval Casilimas, 1996). Below is the number of KIIs carried out (face-to-face and by telephone) with the following key informants:

Table 5 Semi-structured interviews

Interviews	Goal	Virtual	In-person	Total completed	
1. Media	6	5	1	6	100.00%
2. Government ³	9	4	4	8	88.89%
3. Private Organizations	13	11	6	17	130.77%
Total KII conducted	28	20	11	31	110.71%

³ With respect to the lack of an EIC with one of the government key informants, this could not be completed due to the interviewee's lack of time. However, this was replaced by a EIC with a private organization in the same municipality. Likewise, of the 17 interviews conducted with private organizations, 14 indicated that they have not participated in InclusionEs activities with PAR and 3 organizations indicated that they have participated in InclusionEs activities.

The KIIs were carried out in the 11 municipalities described in the TOR⁴ and a total of 31 KIIs were carried with social organizations, public entities, and implementers that were involved in the program processes. The KIIs were carried out in person in the territories selected to carry out the focus groups, and by telephone and/or virtually in the remaining municipalities.

Focus groups⁵

This technique is called “focus” because of two characteristics: first, it focuses on addressing in-depth a small number of issues or problems; second, it is made up of a number of between 4 and 12 people who share some relevant characteristic in relation to the research objectives (Sandoval Casilimas, 1996). Participants considered for the FGs were those whose similar characteristic is that they belong to similar PAR programs: Employability, Productive Projects/Entrepreneurship, and Memory and Positive Messages. For the selection of the municipalities in which the FGs were carried out, the municipal performance measurement carried out by the National Planning Department in 2019 was used as a reference. This measurement creates a performance index per municipality to obtain a stratified sample using segmentation and randomization; that is, to select 6 municipalities among the 11 municipalities described in the TOR, it was taken into account that these 6 municipalities had similar municipal performance scores to the 5 municipalities that were left out of the selection. In total, 6 FGs were carried out with 79 participants (66% women; 34% men) in 6 municipalities in the country. Twenty-four percent of the participants are part of the employability strategy, 39% participated in productive projects and entrepreneurship, and 37% participated in the strategy of historical memory or positive messages. In the sample selection process, an effort was made to include people from different age groups, genders, and LGBTIQ+ communities.

⁴Apartadó, Arauca, Buenaventura, Santa Marta, Quibdó, Florencia, Turbo, Maicao, Vistahermosa, Bojayá, Bogotá, D.C.

⁵ The FGs were carried out in person with program participants, taking into account the biosecurity measures stipulated due to the health emergency caused by Covid-19, as well as the protocols for the protection and authorization of personal data. All FGs were accompanied by two members of the EcoAnalítica team (moderator and note taker), and were recorded with prior authorization for subsequent transcription, systematization and analysis of the information.

The table below provides information on the number of participants by sex, municipality and strategy:

Table 6 Population and sample according to strata for partners

Focus Group	Employability		Productive Projects/Initiatives		Memory and Positive Messaging	
	Men	Women	Men	Women	Men	Women
1. Bogota (employability)	2	7				
2. Vista Hermosa (productive projects)			7	9		
3. Cucuta (productive projects)			4	11		
4. Buenaventura (memory)					4	12
5. Medellin (employability)	5	5				
6. Santa Marta (positive messages)					5	8
Total Participants	7 men (37%) 12 women (63%)		11 men (35%) 20 women (65%)		9 men (31%) 20 women (69%)	

5. Results

The following sections present the results within the framework of the Alliances for Reconciliation Program, as well as a general description of the tools and components established to achieve the proposed goals, data, breakdowns, and achievements and performance of the people involved in PAR. This chapter is divided into two subsections: the first presents the components that refer to the PAR participants as individuals and the main results that have served to transform and enhance their life projects, and the second subsection presents the data obtained from the meetings with partners. In both cases, some components will be taken into account, such as respect for diversity, inclusion of the labor component, adoption of methodologies, strategies, and the benefits that come from participating in ACDI/VOCA-led projects.

5.1 Participant Results

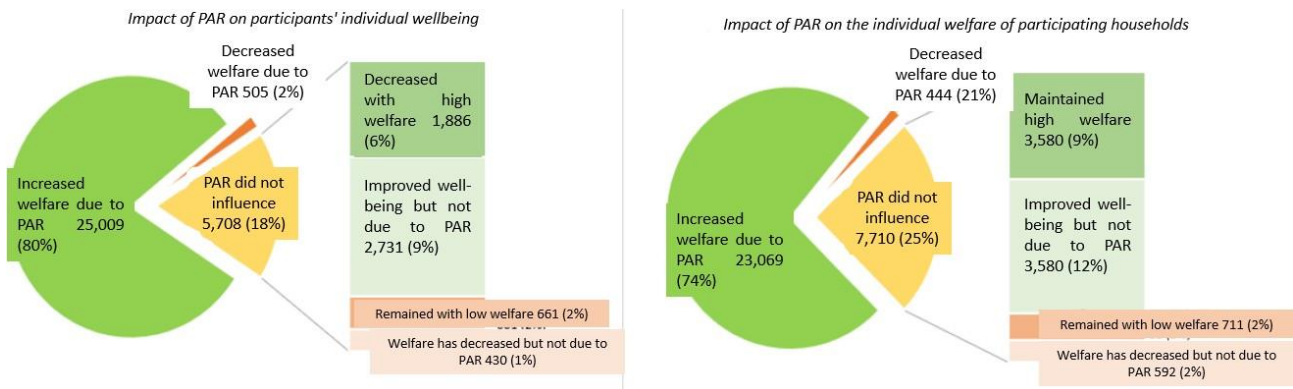
For the presentation of the results of individuals and households, a contextualization of the objectives and their importance in the development of PAR will be carried out. The results will be presented in such a way that the quantitative results will have a qualitative support that allows for the voices of the actors involved to be heard.

Results in the well-being of individuals and households

25,009 PAR participants (15,257 [61%] F; 9753 [39%] M) report having improved their individual well-being thanks to the help of the PAR program.

23,069 PAR participants (14,179 [61%] F; 8,890 [39%] M) report having improved the well-being of their households thanks to the help of the PAR program.

These metrics establish the evidence around the individual and family well-being of the participants of the PAR program, insofar as it is a state of satisfaction linked to positive aspects of a contextual and psychosocial nature, which can be experienced as an adequate or excellent functioning of the person in daily activities that involve continuous interaction with others and is recognized as quality of life.



Graph 1 Impact of PAR on individual well-being and well-being of the participants' households

On the one hand, 25,009 (80%) participants expressed an improvement in their personal well-being and 23,069 (74%) considered that the well-being of their home had improved, while less than 2% of the participants expressed a negative influence of PAR on their well-being, at the personal or household level. In this regard, qualitative information highlights that for PAR participants the improvement in their individual well-being and that of their household is related to DecidoSer activities focused on assertive communication, emotional management, decision making, etc. The implementation of these skills in the individual framework of each participant had an impact on their way of relating to and strengthening ties with family members and others at an interpersonal level. In addition, participants have expressed having greater confidence in taking on new challenges and building and promoting their life's projects, which translates into the search for social, work, and personal scenarios that contribute to increasing their well-being.

On the other hand, a percentage of the participants stated that PAR had no influence on individual well-being or that of their households, and the situations in which there is no influence are mainly related to: 1) they consider that they maintained a high level of well-being and 2) they improved their well-being, although not due to PAR's actions. The following graph shows the results of these indicators with a color scale to identify the highest percentages per row.

Table 7 Impact of PAR on individual and collective well-being

		Gender	Age	Ethnicity
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Impact of PAR	Total	Male	Female	Young (16 to 29)	Adult (30 +)	Indige- nous	Afro- descendant	None
Improved individual well-being	25,009	9,753	15,257	12,203	12,806	1,166	5,128	18,716
	80.1%	78.1%	81.4%	79.8%	80.4%	85.1%	79.6%	79.9%
Improved household welfare	23,069	8,890	14,179	10,556	12,503	1,032	5,039	16,998
	73.9%	71.2%	75.7%	69.1%	78.5%	75.3%	78.3%	72.6%
Standard Error	3.5%	5.4%	4.4%	4.9%	4.8%	16.1%	3.9%	3.5%

When examining the disaggregated results, more women consider that the PAR program has contributed to improving their individual well-being and that of their household. Adults recognize in a greater proportion that PAR contributed to improving the well-being of their homes, with a difference of 9.5 percentage points compared to young people. On the other hand, as determined by the correlations run⁶, it is evident that being young or being in Bogotá or Mesetas implies a lower increase in household well-being while, on the contrary, being in Buenaventura or having participated in DecidoSer or economic opportunity projects is related to the increase in individual and household well-being. Compared to the temporality⁷ from 2017 to 2021 (year in which the person ended their participation), the results show that having participated in 2017 implies a lower relationship with the increase in their individual or household well-being and this relationship is progressively reversed until 2021, where there is a greater relationship with increased well-being. Annex 2 presents all the correlation coefficients obtained for these metrics.

Changes in perceptions, behaviors and attitudes

The perception of 24,955 (79.9%), (14,960 [79.9%] F; 9,995 [80%] M), people facing different identities and social groups (Afro-descendants, indigenous, LGBTI, migrants) has changed thanks to the assistance of PAR, and 26,967 (86.4%), (16,071 [85.8%] F; 10,896 [87.2%] M) people report that their behavior towards people of different identities and social groups has changed thanks to the assistance of PAR.

⁶ Tetrachoric correlation coefficients were developed which apply to discrete variables.

⁷ The year in which the person's participation ended was used as a reference.

These metrics establish evidence around the perception and behavior of people regarding social groups or identities with characteristics different from those of the person surveyed within the framework of the PAR program, understanding that one of the program's proposals is the recognition of the diversity in everyday contexts and to foster meeting spaces and respect in the communities.

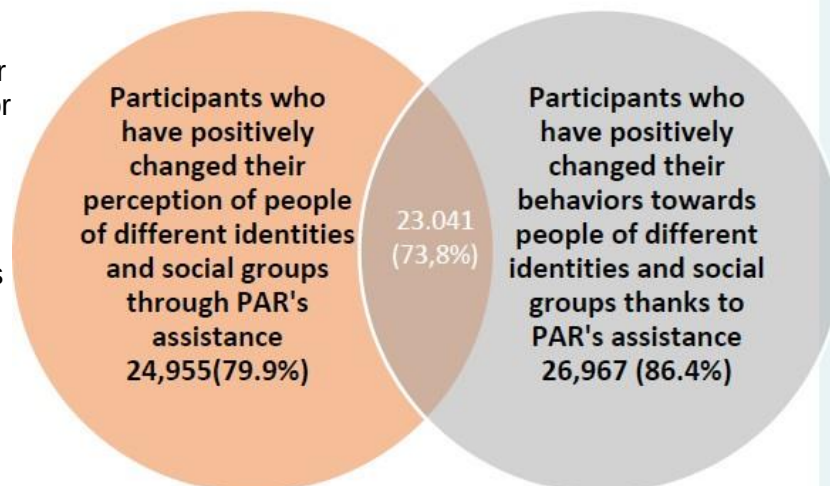


Illustration 1 Change in perception and behavior of participants

The results of the program in these two aspects are significant, as 23,041 people have positively changed their perceptions, as well as their behavior towards people with different identities, due to their participation in PAR. Discrimination, stigmatization and judgment towards one another are barriers that were overcome by understanding the recognition of diversity and respect for communities. In the qualitative results, participants highlighted that these types of changes, both in their behaviors and in their perceptions, occurred largely due to the DecidoSer activities, for example, from the implementation of tools in inclusive spaces and conveners of diverse participants (youth, women, LGTBQ+ population, etc.) that allow dialogue and listening to perspectives and experiences that facilitate recognition and empathy towards one another. Likewise, the migration of foreigners to Colombian territory becomes a situation that is recognized by the participants, not as a problem for the communities, but as an opportunity to exchange knowledge and solidarity towards one another, and changing the perception and behaviors on discrimination and xenophobia through empathy and awareness of the challenges and uncertainty of migrants were lessons learned through awareness of inclusion and awareness of how others live.

On the other hand, a set of participants indicated that PAR had not influenced them in these two aspects, specifically 5,646 people (18.1%) regarding perceptions and 3,917 people (12.5%) regarding their behaviors, and less than 2 % indicated that their participation in PAR generated more negative perceptions or behaviors (a result that is below the margin of error).

The data obtained in percentages are close to those recorded in the Reconciliation Barometer (2019), a study in which people expressed that their disposition and perception towards people in their community are usually positive and there is no distinction or discrimination against their differences, which is why they almost always feel a desire to help others regardless of their condition or relationship; this information is reflected in 83.3% of people, who provide their help to other people as part of a previous compensation, while 58.3% help people from whom they have not previously received anything. Additionally, 64.7% of the Barometer participants indicate that they have had an inclination (always and almost always) to contribute and collaborate, regardless of the other person's status or if the person has previously interacted with them.

It is worth specifying that the municipalities that had the highest percentages within the measurement of helping or collaborating with others are: Cartagena del Chaira (86%), San Vicente del Caguán (85.8%), Cartagena (84.1%), and Quibdó (81.8%). While the municipalities where this inclination is less common are: Bojayá (47%), Turbo (46%), and Chaparral (33.4%).

Table 8 Impact of PAR on perceptions and behaviors

Impact of PAR	Total	Gender		Age		Ethnicity		
		Male	Female	Youth (16 to 29)	Adult (30 +)	Indigenous	Afrodescendant	None
Has more positive perceptions due to PAR	24,955	9,995	14,960	11,937	13,018	1,171	5,336	18,449
	79.9%	80.0%	79.9%	78.0%	81.8%	85.5%	82.9%	78.8%
Has more positive behaviors due to PAR	26,967	10,896	16,071	13,314	13,654	1,310	5,633	20,024
	86.4%	87.2%	85.8%	87.0%	85.7%	95.7%	87.5%	85.5%
Standard Error	3.50%	5.40%	4.40%	4.90%	4.80%	16.10%	3.90%	3.50%

When disaggregating the metrics, the results are similar for men and women, as well as for young people and adults. There is a higher percentage of indigenous participants who affirm that their participation in PAR positively influenced their perceptions and behaviors. Regarding this disaggregation, the correlation coefficients did not indicate significance levels for the study strata, that is, sex, age and ethnicity. However, the coefficients indicate that being in Buenaventura is related to better perceptions compared to other municipalities. On the contrary, having participated in employment projects is related to a lower result in positive perceptions, and being in Cali, Cartagena, or Vista Hermosa is related to a decrease in the improvement of behaviors compared to other population groups (See Annex 2)

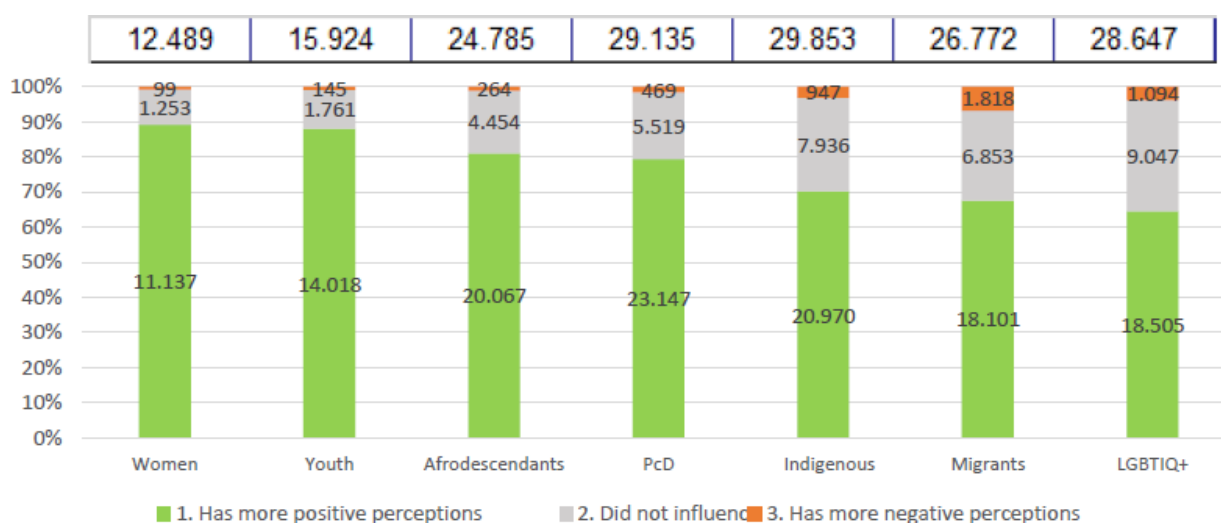
In the focus groups carried out with participants from different PAR projects, no differences were found in regards to changes in perspectives and attitudes when comparing groups by sex, age

or ethnicity. As explained above, the trend was that the majority of the population experienced these positive changes. Although there is a relationship between perception and behavior, there is a difference in the scope and assessment of people; the metric of change for perceptions are examined further below, followed by aspects of behavior change.

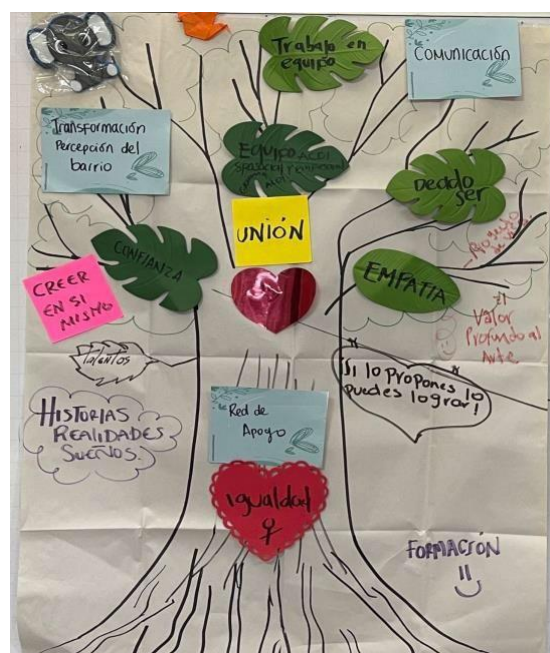
Change in perceptions

The following graph shows the results of delving into the change in perception in each population group.

Figure 2 Changes in participants' perceptions of each population group (for those NOT in that group)



In all population groups, there was significant change in perceptions obtained due to the PAR's actions, especially highlighting that 11,137 (89.2%) men have better perceptions of women and 14,018 (88%) adults have better perceptions of youths. The impact in net terms may be greater, but in comparing percentages for each of the populations, a lower result is observed with respect to the LGBTIQ+ population, migrants, and the indigenous population: 1) among the 28,647 people who could have improved their perception because they do not belong to the LGBTIQ+ community, PAR generated a positive change in 64.6%; 2) among the 26,772 people who could have improved their perception because they are not migrants, PAR generated a positive change in 67.6%; and 3) among the 29,853



people who could have improved their perception because they do not identify as indigenous, PAR generated a positive change in 70.2%.

The experiential meetings implemented within the framework of DecidoSer focused on issues such as respect for diversity and social inclusion, and allowed the participants to improve their soft skills and increase their levels of empathy (information identified in the FGs). This allowed them to learn to have more respect and understanding towards others, managing to reduce their social prejudices and stigmatization towards different social groups and identities. However, in contrast to the quantitative information, the most frequently named and notable cases were the changes in perception towards Venezuelan migrants and the LGBTIQ+ population. In fact, some participants in the different focus groups admitted having prejudices, apathy and a negative perception towards people of different sexual orientation and towards Venezuelan migrants before their participation in the program. This changed with their participation in the different PAR activities through learning on issues of inclusion and by sharing spaces with people from diverse populations and perspectives.

“I was a bit of a tough person with that (homosexuality), before I used to say that I supported them, but I didn't respect them, I had a certain antipathy, but lately and thanks to the project I'm more open-minded, I have gay colleagues, I've changed my way of seeing them” (EcoAnalítica, Focal Group, 2021).

“We had both Colombian and Venezuelan teachers, so in addition to supporting the issue of inserting ourselves into productive life, it [PAR] is generating that cultural exchange that is often lost due to social prejudice, xenophobia, stigmatization, and being able to generate the union of the two nations. We are sisters and will continue to be so for life” (EcoAnalítica, Focal Group, 2021).

This is how a recognition of the difficulties of others is established through empathy; and in addition, many of the participants' experiences have occurred through verbalizing and situating themselves in the experiences of others. In the FGs it was recognized that there are perceptions and behaviors such as xenophobia and homophobia that are based on misinterpretations, false news, or often due to ignorance of the qualities of a human being that has nothing to do with a description or a label.

When disaggregating the results in each consulted group, some gaps between men and women were observed that can serve as input for future meetings and workshops in which DecidoSer and Inclusions are used (table 7). The most significant is that while 70.2% of women state that their perception of LGBTIQ+ people has improved, only 56% of men state that their perception of this group has improved thanks to their participation in PAR, which is a gap of 15.2 percentage points. On the other hand, there are 5.8 percentage points more men who claim to have improved their perception of young people thanks to PAR. When observing the results by ethnic groups, the indigenous and Afro populations comprise the highest percentages of improvement in perception of all population groups compared to the remaining PAR participants (no ethnicity), but with the other groups there is no such homogeneity.

Table 9 Changes in the perceptions of the participants regarding each population group, according to disaggregation strata

In this sense, 10.9% of indigenous participants improved their perception of the LGBTIQ+ population thanks to PAR, and 8.4 percentage points more of these participants improved their perception of migrants. On the other hand, within the Afrodescendants group, there were 9.1 percentage points more people who say they have improved their perception of people with disabilities and 8.7 percentage points more participants who improved their perception of women.

Now, regarding the participants who stated that PAR did not influence their perceptions of the groups consulted, it is first important to point out that, according to studies by the Truth Commission (2020)⁸ and the Dane Political Culture Survey (2019), Afro, Black, Palanquero and Raizal people are present in at least 97.68% of the national territory. However, as of 2019, at least 40% of people from these ethnic groups reported having some type of deprivation that

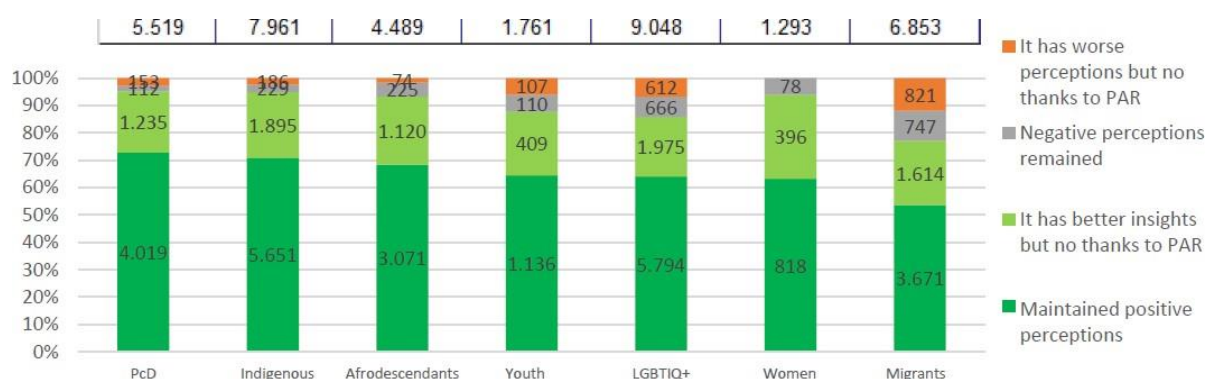
Characteristic of people who changed their perception		Group about which your perception changed						
		Women	Youths	Afrodescendants	PwD	Indigenous	Migrants	LGBTIQ+
Gender	Men	11,137 (89.2%)	5,827 (91.5%)	7,957 (80.3%)	9,048 (79.6%)	8,680 (72.7%)	7,457 (65.6%)	6,195 (56.0%)
	Women	N/A	8,191 (85.7%)	12,111 (81.4%)	14,099 (79.4%)	12,290 (68.6%)	10,644 (69.1%)	12,310 (70.0%)
Age	Youth	5,425 (88.7%)	N/A	9,708 (79.9%)	11,911 (80.4%)	10,382 (71%)	9,056 (68.4%)	8,471 (63.4%)
	Adults	5,712 (89.7%)	14,018 (88%)	10,359 (82%)	11,236 (78.4%)	10,588 (69.5%)	9,045 (66.9%)	10,034 (65.7%)
Ethnicity	Indigenous	492 (89.9%)	629 (90%)	1,223 (89.3%)	1,045 (84.4%)	N/A	932 (73.5%)	987 (73.3%)
	Afrodescendants	2,458 (95.4%)	2,942 (89.6%)	N/A	5,113 (86.3%)	4,785 (74.3%)	4,430 (71.2%)	4,202 (68.7%)
	None	8,187 (87.4%)	10,447 (87.5%)	18,845 (80.5%)	16,988 (77.3%)	16,185 (69.1%)	12,739 (66.1%)	13,317 (62.9%)
	Total	11,137 (89.2%)	14,018 (88.0%)	20,067 (81%)	23,147 (79.4%)	20,970 (70.2%)	18,101 (67.6%)	18,505 (64.6%)

emerged from behaviors and attitudes by third parties, likewise 17.7% of people who identify

⁸ <https://comisiondelaverdad.co/actualidad/noticias/reconocimiento-verdad-pueblo-negro-racismo-discriminacion-intensificaron-violencia>

themselves as Afro, Raizal or Palanqueros had perceived risks associated with discrimination or stigmatization that in some cases exacerbate violent events in their communities. In addition, the Democracy Observatory notes that in the last decade there was no significant decrease in perceptions of discrimination, neither in Afro groups nor in groups of people that make up the indigenous communities, where 14.2% of people felt discriminated against. The reasons for the lack of influence are presented in the following chart.

Graph 2 Reasons for the lack of influence of PAR on the perceptions of the participants against each population group



In all the groups consulted, the main reason why PAR did not have an influence was because participants already had positive perceptions and maintained them, followed by the fact that they improved their perceptions, but not because of PAR. In a smaller proportion, some participants stated that despite their participation in PAR they maintained negative perceptions or developed worse perceptions, but not because of PAR's influence. These subgroups, added to the participants who indicated that PAR had generated worsened perceptions, can be analyzed as a possible focus of action for future interventions, since they are in a state in which they can improve their perceptions of other population groups, specifically with regard to migrants, where there are 3,386 people (13% of the non-migrant population) and with regard to the LGBTIQ+ population where there are 2,373 people (8% of the non-LGBTIQ+ population) who can improve their perceptions.

Change in behaviors

With respect to behavioral changes, it can be said that the people who participated in PAR received an informative influence that not only changed their way of thinking, but also the way in which they behave and relate to other people whose identity may differ from their own. In this case, 969 participants (68.9%) had observed people in their family, community or workplace copying these behavioral changes. There were 11,178 (52%) people who considered that the change was seen in a few people, for 5,469 (25.4%) the change was seen in quite a few people, and 4,592 (21.3%) observed the change in many people. According to participant estimates, the program would have impacted 2,604,002 people indirectly and each participant would have observed some copying of behavioral change, or 124 people on average. The results of this metric coincide with the qualitative information obtained, since the great majority of the participants experienced changes in their behaviors in the face of diverse groups. Cases stand

out in the focus groups where some participants recognized that at the beginning of their participation they were apathetic towards people of different sexual orientation, and thanks to the different encounters that took place through PAR, they managed to change their way of expressing themselves and behaving towards others, becoming a support and backup for people who did not know how to communicate with their environment and with their family because of their sexual orientation or different ways of thinking. Thanks to what they learned in the program activities, they sought to mediate with the closest people in order to generate small support networks.

"I was apathetic towards homosexual people and today, thanks to the program, I am no longer; I could even replicate it with my children. Although there are still many people who do it, a friend of a relative almost committed suicide and it is for that that you must break those barriers of fear. I tried to help him and even that day he hugged me - I did not expect such a response because he did not know how to say it, more because he was being harassed to get married. What one must do is to support the family."
(Ecoanalitica, Focus Groups, 2021)

There is recognition of the biased behaviors and prejudices and stereotypes that exist in some communities against people or groups who often are not able to find support or help and must hide their identity to be accepted, and in many cases they may self-inflict harm. This makes PAR participants consider themselves as guarantors of the rights of others, from everyday interactions, hoping that from common spaces people will copy their examples and change their ways of responding and dealing with differences.

Likewise, a large sector of the participants expressed changes in behavior in their relationships within their family nucleus, understanding that there are close beings who may have barriers that are invisible to others, and that family members may try to hide their differences or have gotten used to being in vulnerable situations. These changes were generated in the course of the psychosocial support and training on topics with a differential and inclusive approach, through which they managed to improve their communication skills with children, youth, the elderly, women, and others, recognizing that the people close to them have a voice and an opinion. They are learning to make space, allowing others to be heard, which encourages an improvement in managing emotions and staying tolerant in moments in which they encounter an argument and the authority figure in their home. Some men and women expressed that their responses to others' feelings and expressions of affection have changed, and they recognize when these imply harm or correspond to behaviors expected in constructive relations.

Table 10 Type of behavioral changes that PAR participants have observed as they have been copied by their close environment

			Gender	Age	Ethnicity
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Type of copied behavioral exchange	Total	Estimated total number of indirectly impacted persons	Male	Female	Young (16 to 29)	Adult (30 +)	Indigenous	Afrodes-cendant	None
Respect, tolerance and acceptance of others	43.9%	451,008	40.2%	46.4%	49.6%	38.5%	45.5%	37.1%	45.7%
Willingness to work in a team	12.8%	85,444	12.4%	13.1%	9.4%	16.0%	11.1%	13.1%	12.8%
Improved communication with others	9.0%	60,468	6.9%	10.5%	9.5%	8.6%	6.0%	8.5%	9.4%
Development of self-esteem and personality	6.1%	14,375	6.2%	6.1%	7.3%	5.0%	3.6%	8.4%	5.6%
Leadership training	4.9%	41,513	7.5%	3.2%	2.9%	6.8%	2.6%	3.6%	5.4%
Entrepreneurial self-confidence	3.0%	20,053	2.4%	3.3%	2.5%	3.4%	7.2%	23%	2.9%
Technical and intellectual development	1.9%	16,944	3.4%	0.9%	2.5%	1.4%	3.4%	23%	1.7%

Resilience to change situations	1.0%	1940	1.1%	0.9%	1.4%	0.6%	0.0%	1.2%	1.0%
other	17.3%	1,912,259	20.1%	15.4%	14.8%	19.7%	20.6%	23.5%	15.4%

Total number of participants who observed behavioral change	21,511	2,604,003	8,749	12,762	10,471	11,039	922	4,567	16,022
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When inquiring about the type of behavior that they have seen copied by others (table 10), 43.9% of the participants indicated that they had observed changes related to behaviors of respect, tolerance and acceptance of others, which would indicate, according to quantitative estimates of the participants, that 451,008 people made a change on issues of respect, tolerance and acceptance. In second place, a change was found in 85,444 people related to willingness to work in a team (observed by 12.8% of the participants) and, in third place, 60,468 people observed behavioral changes related to improving their communication with others (9% of participants).

Another aspect within the indicator is that activities, initiatives or communication campaigns (AICC) were established that influenced the perceptions and behaviors of participants, and given the multiplicity of responses, a series of categories were developed (table 11) to group the uncovered findings.

Table 11 Activities, initiatives or communication campaigns of PAR that most influenced the perception or behavior

	Total		Gender		Age		Ethnicity		
	N	%	Male	Female	Young (16 to 29)	Adult (30 +)	Indigenous	Afrodescendant	None
Trainings, workshops, lectures	6,312	20.2%	21.2%	19.6%	16.7%	23.6%	22.1%	20.1%	20.1%

Integration activities / on teamwork, leadership, cooperation	5,443	17.4%	16.8%	17.8%	18.8%	16.1%	12.5%	16.6%	17.9%
Activities on respect, equality, tolerance, inclusion	4,700	15.1%	16.4%	14.2%	14.0%	16.0%	16.7%	15.4%	14.9%
Activities on psychosocial development	2,696	8.6%	7.9%	9.1%	9.4%	7.9%	6.0%	8.1%	8.9%
Activities on communication	1,158	3.7%	2.8%	4.3%	4.0%	3.4%	9.7%	2.6%	3.7%
Activities on work projects or entrepreneurship	544	1.7%	2.2%	1.5%	1.7%	1.8%	2.5%	3.1%	1.3%
Don't know or don't remember	7,728	24.8%	21.9%	26.6%	26.9%	22.7%	17.1%	26.7%	24.7%
Other	2,642	8.5%	10.8%	6.9%	8.4%	8.5%	13.5%	7.5%	8.4%
Total	31223	100.0%	12489	18734	15299	15924	1370	6438	23415
Standard Error	3.50%		5.40%	4.40%	4.90%	4.80%	16.10%	3.90%	3.50%

In total, 6,312 (20.2%) participants expressed that the training, workshops and talks (without any particular theme) were the ones that most influenced their perceptions and behaviors with respect to people of an identity or social group different from theirs. For 5,443 (17.4%) participants, the most important AICC were related to integration activities, teamwork,

leadership and cooperation, while for 4,700 (15.1%) people the most important activities for their change were those related to promotion of respect, equality, tolerance and inclusion.

The recollection of the activities is similar in terms of sex and ethnic group, however, from the age groups it is observed that while the young people (18.8%) preferred the integration activities over teamwork, leadership and cooperation, among adults there is a greater mention of activities in general (23.5%), that is, training, workshops and talks. Regarding the above, qualitative findings found no differences between the perspectives of men and women, age groups or ethnic groups. However, the participants of the Positive Messages focus group shared their experiences and learning through radio, audiovisual and written communication campaigns. These campaigns contributed to changes of perception and behavior regarding the migrant population through the dissemination of life stories and stories of the migrant community. Likewise, the communication campaigns also had a great impact on changes of perception regarding the territories (neighborhoods and cities) through the dissemination of positive news, publicizing community undertakings, and initiatives dedicated to the integration of young people, women, older adults etc., to strengthen joint work for the territories.

22,862 (73.2%) (13,671 [73%] F; 9,191 [73.6%] M) people reported increased engagement with community/civil society organizations/initiatives/events due to PAR assistance.

19,758 (63.3%) (11,059 [59%] F; 8,698 [69.6%] M) people have assumed leadership roles or have strengthened previous leadership roles due to their participation in PAR.

People have connected to 6,685 new groups/associations or are members thanks to the help of PAR.

12,777 (40.9%) (6997 [37.3%] F; 5780 [46.3%] M) people have new or reinforced social support ties thanks to the help of PAR.

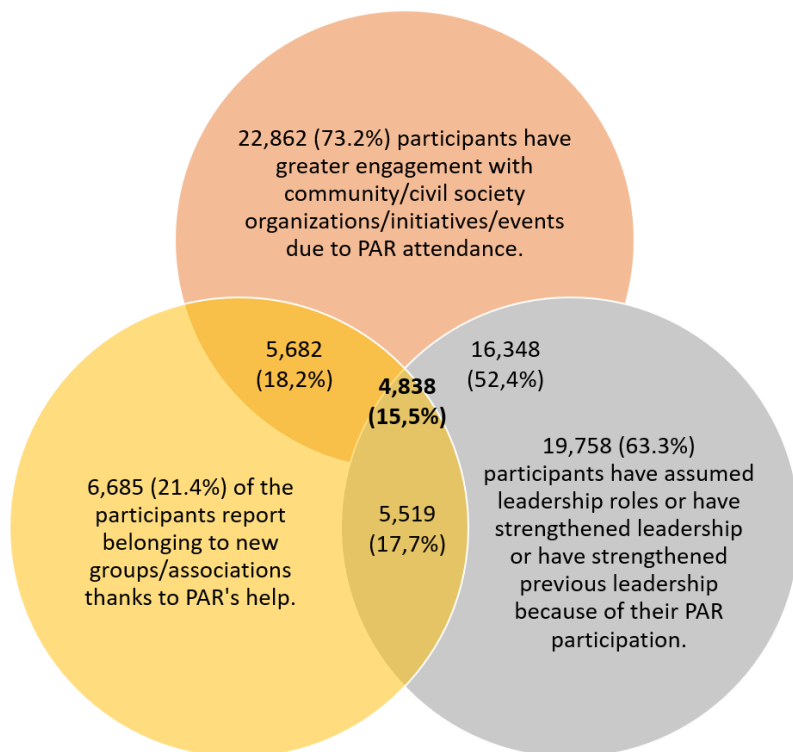


Illustration 2 number and percentage of participants who increase community commitment, assume leadership and increase their participation

These metrics show how participation in PAR influences the behavior of the participants within the community and social organizations, insofar as one of the expected results is that the program participants can get more involved with their communities through organizations, in order to seek commitments and working relationships between different agents in the territory. At the same time, it shows an impact on the strengthening of leadership, whether through the development of new leadership roles or the strengthening of existing roles, through PAR's process, i.e. providing people with different strategies to start their lives 'projects or be architects of alternative life projects that benefit themselves and their community. Faced with this, the program obtained important results, insofar as 22,862 participants increased their commitment to different community spaces, and this commitment materialized in two ways: for 16,348 (52.4%) people through assuming new

leadership roles or strengthening previous leadership roles, and to a lesser extent, for 5,682 (18.2%) people through their association with new groups or associations. However, a group of 4,838 (15.5%) participants simultaneously managed to increase their commitment, assume or strengthen a leadership role, and join new groups.

In this regard, both in the focus groups and in the interviews, it was evident that PAR fulfilled the role of interlocutor and initial contact between private, public, and civil society actors. This allowed for the subsequent strengthening of networks and alliances that facilitated the creation or strengthening of leadership in order to carry out community actions, the creation and strengthening of enterprises, new employability opportunities, and the creation of dissemination and communication spaces, etc. Likewise, DecidoSer as a transversal tool for PAR has encouraged spaces for participation and inclusion, has generated changes in the participants by promoting assertive communication and the capacity for dialogue and empowerment, and has taught skills that the participants have highlighted as fundamental to their practice of assuming new spaces of participation and allowing for new and strengthened leadership.

On the other hand, for 6,812 people (21.8%) participants, PAR did not influence their community engagement mainly because they remained highly engaged or increased it, but not because of PAR, and for 1,548 (5%) people their engagement in PAR generated less commitment.

Table 12 Participants who have assumed new leadership or have strengthened previous ones and participants who have increased their community commitment

Impact of PAR	Total	Gender		Age		Ethnicity		
		Male	Female	Young (16 to 29)	Adult (30 +)	Indigenous	Afrodescendant	None
Increased community engagement	22862	9191	13671	10996	11866	1048	4662	17152
	73.2%	73.6%	73.0%	71.9%	74.5%	76.5%	72.4%	73.3%
New or strengthened leadership	19,758	8,698	11,059	9,378	10,379	923	4,051	14,784
	63.3%	69.6%	59.0%	61.3%	65.2%	67.4%	62.9%	63.1%
Linking to new groups	6685	3262	3423	2564	4121	410	1848	4427
	21.4%	26.1%	18.3%	16.8%	25.9%	29.9%	28.7%	18.9%
Standard Error	3.50%	5.40%	4.40%	4.90%	4.80%	16.10%	3.90%	3.50%

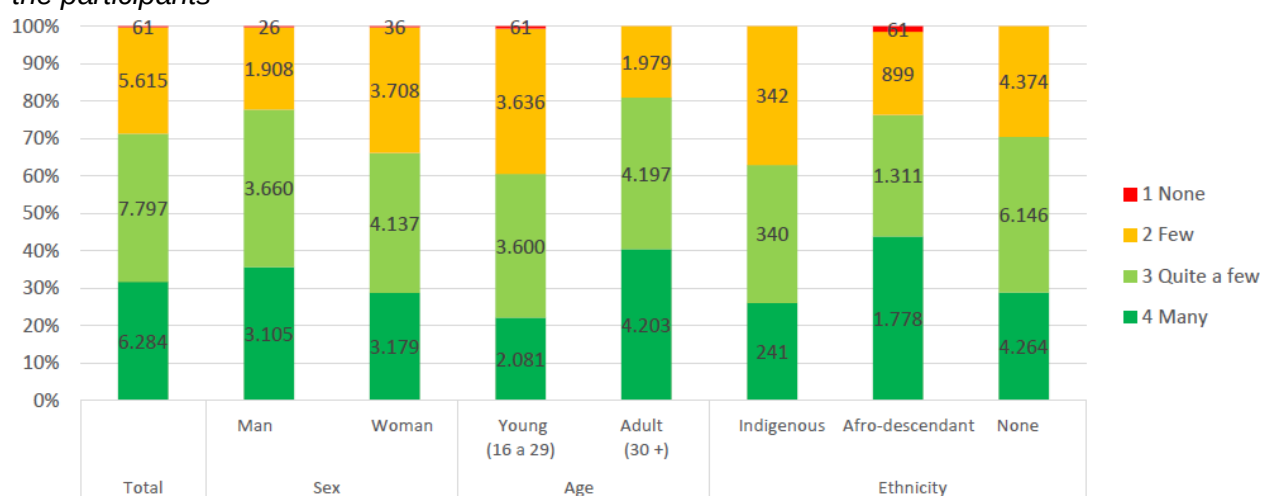
When disaggregating the data, similar results can be observed in the increase in commitment according to sex, age and ethnicity (table 12), where the differences are over 4% in favor of adults and indigenous people. Regarding leadership, there is a greater percentage difference in terms of gender: 69.6% of men stated that their participation in PAR generated or consolidated said leadership role; the same situation occurred for 59% of women, thus there is a gap of 10.6 percentage points in the impact of PAR on leadership. This gap by sex is also present in the group of people who managed to be members of an association: 26.1% of men are members of an association due to their participation in PAR and 18.3% of women achieved this goal, which is a gap of 7.8 percentage points. In turn, in terms of age, 9.1 percentage points more adults enrolled in new groups and associations compared to young people, and in terms of ethnicity, 11 percentage points more of the indigenous population and 9.8 percentage points more of Afro-descendants stated that they belonged to new groups due to their participation in PAR.

Next, the results related to leadership roles are delved into, followed by the results associated with new links with organizations, and, finally, what could be considered a result of a higher level PAR intervention - the generation of new or reinforced social support bonds – will be reviewed.

New or strengthened leadership roles

In addition to the roles played by people, the degree of impact on their roles as leaders was considered, which can be estimated by the measure of people who were impacted. To carry out this measurement, a scale was established ranging from the absence of impact, impact on a just a few, impact on quite a few, and impact on many people.

Graph 4 Qualitative estimate of the impact of the new leadership or strengthened leadership of the participants



Among the 19,758 people who assumed new roles or strengthened previous leadership roles, 14,081 (71.3%) considered that they had an impact on quite a few or many people, while 5,615 estimated their impact on just a few people and only 61 people (0.3%) indicated that no people were impacted. Continuing with the perspective of leadership associated with sex, men reported a higher qualitative estimate of their influence: 77.8% of men estimated that they influenced many or quite a few people, compared to the same findings for 66.1% of women, which is a difference of 11.7 percentage points. In turn, this type of gap on the perception of impact is also observed in the different age ranges, as 80.9% of adults considered having impacted many or quite a few people with their leadership, compared to 60.6% of young people who estimated their impact at these levels. Finally, with respect to ethnicities, there are differences between the estimates, given that while 76.3% of Afro-descendants considered that many or quite a few people were impacted, 70.4% of participants of no ethnicity and 63% of indigenous people considered themselves to have these levels of impact.

Second, a quantitative estimate was made of the impact that these new leaderships or strengthened leaderships could have had according to the perception of the participants. It was estimated that the participants would have impacted 6,006,871 people, and each participant with their new leadership or strengthened leadership would have impacted an average of 310 people. Additionally, the participants described in a few words the leadership roles developed or strengthened. To group the answers, a total of 7 categories that identify leadership activities were consolidated.

Table 11 Types of new or strengthened leadership

Type of leadership	Total		Gender		Age		Ethnicity		
	N	%	Male	Female	Young (16 to 29)	Adult (30 +)	Indigenous	Afrodescendant	None
Leader, manager, or advocate of groups and communities	6,603	33.5%	34.8%	32.5%	27.4%	41.3%	37.8%	34.7%	32.9%
Accompaniment of children and youth/education	3,013	15.3%	15.6%	15.0%	20.1%	9.2%	0.0%	19.3%	15.1%
Role of communicator and psychosocial support.	1913	9.7%	6.5%	12.3%	10.1%	9.2%	0.0%	7.9%	10.8%
Promoter of reconciliation, coexistence, and teamwork.	1,554	7.9%	8.5%	7.3%	7.5%	8.4%	13.4%	6.3%	8.0%
Entrepreneur or labor promoter/leader	1,211	6.1%	8.7%	4.0%	7.6%	4.3%	9.6%	6.5%	5.8%

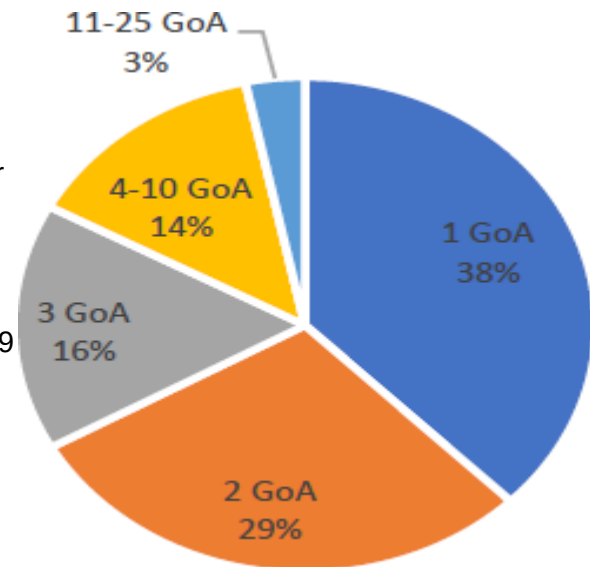
Accompaniment to homes, families, and women empowerment.	998	5.1%	2.8%	6.9%	4.8%	5.4%	3.0%	8.1%	4.4%
Accompaniment in sports, artistic and cultural issues.	722	3.7%	5.1%	2.5%	4.4%	2.7%	6.4%	3.2%	3.6%
Others	3,434	17.4%	17.3%	17.5%	16.8%	18.2%	29.8%	12.8%	17.9%
Don't know	253	1.3%	0.6%	1.9%	1.2%	1.3%	0.0%	1.0%	1.4%
Total	19,702	100%	8,919	10,783	11,029	8,673	889	3,955	14,858

Most of the participants (6,603) would find their leadership in the category of group manager or defender, followed by 3,013 participants (15.3%) who have built their leadership around accompanying children and youth. In terms of gender, a higher percentage of women leaders are in a role of communicator and psychosocial support, with 12.3% compared to 6.5% of men. Women also carried a higher percentage in accompaniment to homes, families, and empowerment of women - 6.9% compared to 2.8% of men. Men reported higher percentages in leadership related to entrepreneurship - 8.7% compared to 4% of women. While women have a comparatively higher proportion of leaderships that are usually assumed due to the dynamics of gender roles (communication and family accompaniment), most of them assume political leaderships (32.5%).

On the other hand, regarding the age groups, it is observed that there are more adults (41.3%) in the roles of leader, manager, or defender of groups and communities compared to young people (27.4%), and there are more young people (20.1%) in Accompaniment childhood and youth/teaching compared to adults (9.2%). It should be noted that in the ethnic section, the population that recognizes itself as indigenous is not represented in some categories, such as Role of communicator and psychosocial support, whereas the leaderships of 7.9% of Afro-descendants and 10.80% of the non-ethnic group are in this role, and similarly there were no indigenous participants with leadership reported in the category of Accompaniment to childhood and youth/teaching, while 19.30% of Afro-descendants and 15.19% of the non-ethnic group reported this.

New links to associations or groups generated

Among the 6,685 participants who joined new groups/associations (GoA) on average, each one joined 3 groups, which implies that PAR generated 18,235 links between its participants and groups or associations. As can be seen in the graph, the majority of participants, specifically 5,519 (82.9%), were linked to between 1 and 3 organizations, 916 (13.8%) people were linked to between 4 and 10 organizations, and a small percentage of 3.3% (219 participants) were linked to between 11 and 25 organizations.



Graph 5 Percentage of participants that generated a link with GoA

Generation of new or reinforced social support ties

This metric deals with new or strengthened links, thanks to participation in PAR. Regarding these relationships, it is understood that when people are inserted into a new context they can come into contact with different people with whom they can form groups or links, and these relationships are established according to different degrees of affectivity, consanguinity or closeness. For the development of this evaluation, a social link is understood to mean someone who can be relied on in terms of emotional support, tangible help or service, or for resources such as money, food, or other materials during difficult times, and different links connect people to family, friends, colleagues, neighbors, or others.

To present the results, it is important to recognize the results recorded in the municipal reports of the Reconciliation Barometer carried out by ACDI/VOCA (2019), where the contexts of the reconciliation work indicated that the majority of the population residing in the cities of Cali, Buenaventura, Bojayá, and Quibdó openly distrusted their neighbors and people in their community, a reflection of the conflict, violence, lack of formal employment, migration and hopelessness they have experienced. For this reason, it is essential to understand the words of the participants in the FG in the city of Buenaventura, where the activities and strategies of the program sought to impact shared spaces and relationships between neighbors in the intervention areas. Using dialogue as a main tool for forming and strengthening bonds, some participants voiced opinions about people becoming aware of their words before speaking, of the language used with people when interacting, and how tolerance has allowed them to reach consensus on events that positively or negatively affect the community. Thus, the participants have indicated that the importance of ties can be framed by common objectives, by respect for differences, and recognized that teamwork implies disassociating oneself from individuality. Another plan has been the intervention of resilient youth (YRA) in Bojayá, a proposal developed by ACDI/VOCA that seeks to make the youngest inhabitants of the municipality stand out as representatives of resilience and reconciliation in joint work with family police stations and education institutions, done through the strengthening of relationships and healthy and protective networks in daily life. This is a fundamental proposal, since the context developed through the Barometer has shown Bojay to be one of the municipalities with the greatest challenges in the community in terms of willingness to reconcile, given that 76.6% of the participants (2019) felt they had healed the wounds of the past either just a little or not at all.

Table 12 Participants with new or strengthened social ties

	Total	gender		Age		Ethnicity		
		Male	Female	Young (16 to 29)	Adult (30 +)	Indigenous	Afrodescendant	None
Participants with new or strengthened social bonds	12777	5780	6997	6099	6678	645	2761	9371
	40.9%	46.3%	37.3%	39.9%	41.9%	47.1%	42.9%	40.0%
Standard Error	3.50%	5.40%	4.40%	4.90%	4.80%	16.10%	3.90%	3.50%

Regarding this result, it was obtained that 12,777 (40.9%) participants strengthened or established new ties with someone thanks to the help of PAR. In terms of the breakdown of the group of participants, the age groups do not present significant differences (39.9% of young people versus 41.9% of adults), however, a gender gap is observed, in which 46.3% of men claim to have new ties or have strengthened previous ones and 37.3% of women achieved this, or a gap of 8.9 percentage points. In turn, in terms of age groups, 47.1% of the indigenous population achieved new or reinforced ties compared to 40.0% of the non-ethnic group.

For this metric, being a male participant, being in Cartagena del Chaira, Chaparral, Ciénaga, Quibdó or Vista Hermosa, or having participated in DecidoSer is were found to be significant factors in increasing new ties or reinforcing existing social ties. On the other hand, being in Bogotá, having participated in an employment or gender project are related to a smaller increase in terms of new or strengthened ties.

Table 14 Number and type of new or reinforced social link

Type of social bond	Total	Gender		Age		Ethnicity		
		Male	Female	Young (16 to 29)	Adult (30 +)	Indigenous	Afrodescendant	None
	142,157	55,667	86,490	47,790	94,367	1,200	33,302	107,655

Neighbors	47.7%	43.1%	51.3%	46.7%	48.3%	9.2%	48.8%	49.7%
Friends	60,562	34,945	25,617	25,192	35,370	8,786	12,367	39,409
	20.3%	27.1%	15.2%	24.6%	18.1%	67.2%	18.1%	18.2%
Colleagues	36,877	20,435	16,443	12,396	24,481	985	12,202	23,691
	12.4%	15.8%	9.7%	12.1%	12.5%	7.5%	17.9%	10.9%
Family	26,881	10,621	16,260	11,958	14,923	2,102	6,887	17,892
	9.0%	8.2%	9.6%	11.7%	7.6%	16.1%	10.1%	8.3%
Other type	31,552	7,678	23,874	5,097	26,455	0	3,480	28,072
	10.6%	5.9%	14.2%	5.0%	13.5%	0.0%	5.1%	13.0%
Total	297,801	129,117	168,684	102,434	195,367	13,074	68,238	216,489

These 12,777 participants developed a total of 297,801 new or reinforced social ties in the territories where PAR worked and, on average, each participant strengthened or generated ties with 23 people. Of these links, 47.7% were generated with neighbors of the participants (142,157), followed by 20.3% with friends (60,562), and 12.4% with colleagues (36,877). When disaggregating this number of ties, it is found that: women generated or reinforced a higher percentage of ties with neighbors compared to men (51.3% compared to 43.1%) and the latter reinforced or generated more ties with friends than women (27.1% vs. 15.2%). Likewise, young people are the ones who strengthened more ties with friends, these ties representing 24.6% of all young people, compared to 18.1% of adults. Finally, it was observed that in the indigenous group, the reinforcement of ties with friends (67.2%) and ties with the family (16.1%) prevailed compared to the percentages of this type of ties in the other two ethnic groups.

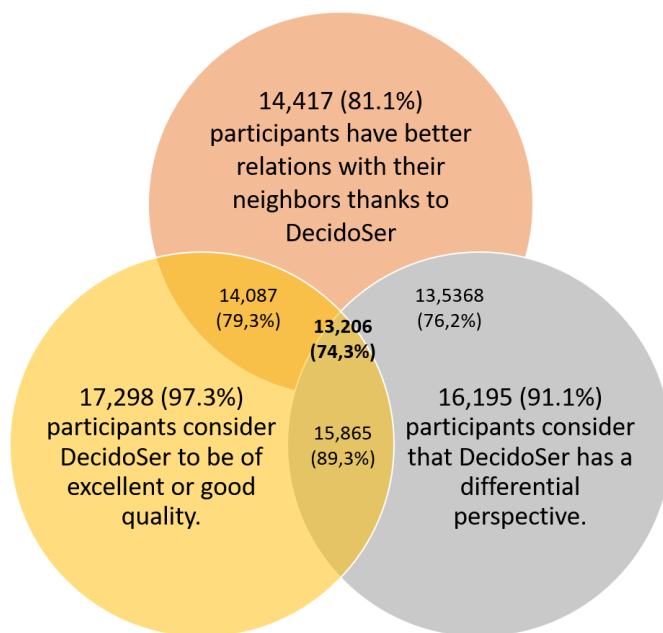
DecidoSer

17,298 (97.3%) (10,477 [98.2%] F; 6,821 [95.9%] M) people rate the quality of the psychosocial support services (DecidoSer) received thanks to the help of PAR as either good or excellent.

16,195 (91.1%) (9,929 [93.1%] F; 6,266 [88.1%] M) participants perceive that DecidoSer includes a differential perspective.

14,417 (81.1%) (9,213 [86.4%] F; 5,204 [73.2%] M) participants have improved relations with their neighbors thanks to DecidoSer (community impact measure):

Illustration 3: DecidoSer participants



DecidoSer is a logical, pedagogical tool designed as a process (2.0, No Limits, Champion, Powerful or Family) that allows people to know themselves more deeply, empower their lives to reach a degree of decision and appreciation for their possibilities and actions, to build and seek a change in their life projects, as well as to develop pro-social skills that allow them to think about the good of their communities near and far, while retaining the flexibility to take on new situations in a stable and positive way.

DecidoSer is also a tool that cuts across people's lives as social and political beings by promoting a culture of legality and citizen coexistence, by seeking a strategic relationship between communities, as well as understanding ones' own activities in the dimensions of work and family. It helps

participants address the difficulties around relationships within their family nucleus and with personal entrepreneurship and focusing on personal development.

According to the information provided by PAR, 17,733⁹ participated in DecidoSer, with significant results, while for 15,865 (89.3%) participants the quality was good or excellent¹⁰ and they considered that the tool has a differential perspective. These two metrics are presented as evaluations of the tool itself, whose high ratings led to a significant impact at the community level for the participants: 14,417 (81.1%) participants improved relations with their neighbors due to their participation in DecidoSer. On the other hand, for 3,356 (18.9%) participants, their participation in DecidoSer would not have influenced their relationships with their neighbors mainly because they maintained good relationships (2,041 participants), or because they improved their relationships, but not due to DecidoSer (1,024 participants). In total, the program succeeded in getting 13,206 (74.3%) participants to identify DecidoSer as a high-quality tool that has a differential approach and improved their relations with their neighbors due to the strengthening of attitudes like empathy, coexistence, trust and collective work.

⁹ A specific expansion factor was calculated for the questions related to DecidoSer, where through administrative records (PRE and POST DecidoSer records) it was determined that the number of participants who would have received this methodology was 17,733 people; with this data the inclusion probabilities of each disaggregation were calculated according to the distribution of the universe of participants and the defined sample design. In the sample of the questions related to DecidoSer, only those participants who, according to the administrative record would have received the methodology, were taken into account, excluding those who affirmed through the survey that they had received it while the administrative record indicated that they had not.

¹⁰ The high results of the methodology are consistent with the results of the Reconciliation Approach Report (DecidoSer), which concludes that participants strengthen three core skills: emotional management, effective communication, and conflict transformation, and generate changes in perceptions, attitudes, and behaviors. In quantitative terms, the change in perceptions achieved during these four years (2017-2020) went from 74.13% to 79.75%. Partnerships for Reconciliation Program (2020). Informe enfoque reconciliación (Decido Ser), August 2020: p. 5-9.

Table 15 Participants who rate I Decide Ser positively, consider that they have a differential perspective, and have improved their relationship with their neighbors

	Total	Gender		Age		Ethnicity		
		Male	Female	Young (16 to 29)	Adult (30 +)	Indigenous	Afrodescendant	None
Participants who rate DecidoSer as excellent or good quality	17,298	6,821	10,477	8,564	8,734	780	3,478	13,040
	97.3%	95.9%	98.2%	98.3%	96.4%	100.0%	94.9%	97.8%
Participants who identify a differential perspective in DecidoSer	16,195	6,266	9,929	7,473	8,722	780	3,366	12,050
	91.1%	88.1%	93.1%	85.8%	96.2%	100.0%	91.8%	90.4%
Participants who improved their relationship with their neighbors as a result of Decido Ser	14,417	5,204	9,213	6,672	7,746	703	3,392	10,322
	81.1%	73.2%	86.4%	76.6%	85.5%	90.2%	92.6%	77.4%

In general, there are no differences in relation to the qualification of DecidoSer, however, when faced with the identification of a differential approach in the tool, it is observed that while 93.1% of women identify this approach, 88.1% of men perceive it, or a difference of 5 percentage points. This difference is greater between the age ranges, given that there are 96.2% of adults who identify the differential perspective in DecidoSer compared to the 85.8% of young people. Regarding the community impact, evidenced by the improvement in the relationship with ones 'neighbors, the best comparative results are obtained by women (13.2 percentage points greater than men), adults (8.9 percentage points greater than young people) and ethnic groups (indigenous populations were 12.8 percentage points greater than the non-ethnic group while the Afrodescendant population were 15.2 percentage points greater more than the non-ethnic group.

In relation to the benefits obtained with DecidoSer, four categories were developed for the responses provided by the participants. 8,947 (50.3%) participants stated that the main benefit obtained was related to personal growth, mental health care, and psychosocial well-being. On

the other hand, for 2,874 (16.2%) participants, the benefit is related to recognition, communication, and respect for difference, followed by 2,239 (12.6%) participants for whom the benefit was synthesized as learning and training, and finally 2,137 (12%) whose benefit was related to alliances and administrative organization.

Table 16 Type of benefit received by the participants due to their participation in Decido Ser

Type of profit generated	Total		Gender		Age		Ethnicity		
	N	%	Male	Female	Young (16 to 29)	Adult (30 +)	Indigenous	Afrodescendant	None
Personal Growth (Mental Health) and Psychosocial Wellness	8,947	50.3%	44.0%	54.6%	51.5%	49.3%	49.8%	44.4%	52.0%
Recognition, communication and respect for differences	2,874	16.2%	15.5%	16.6%	15.8%	16.5%	15.3%	7.5%	18.6%
Learning and Training	2,239	12.6%	12.4%	12.7%	8.5%	16.5%	0.0%	13.5%	13.1%
Partnerships and administrative organization	2,136	12.0%	16.2%	9.2%	13.0%	11.1%	19.6%	26.5%	7.6%
Others	1,577	8.9%	11.8%	6.9%	11.2%	6.7%	15.3%	8.2%	8.7%
Total	17,773	100%	7,109	10,664	8,709	9,064	780	3,665	13,328

Regarding the above, it was found that for female participants, personal growth and psychosocial well-being was the main benefit received, and this was also greater for women than for men (54.6% compared to 44%). Men, on the other hand, were more likely to benefit from obtaining partnerships and administrative organization than women (16.2% compared to 9.2%). In terms of ethnic groups, the benefit of personal growth, was the majority in all cases, and it can be noted that for the Afro and indigenous populations, the benefit related to partnerships and administrative organization was more frequent than for the non-ethnic group.

These positive perceptions of the DecidoSer tool were also found in the focus groups. All the participants indicated that psychosocial support had been an essential component of their

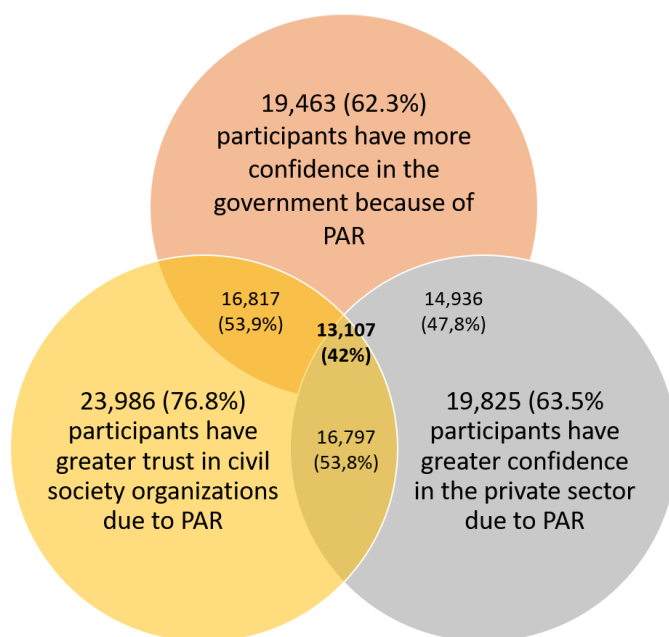
learning processes and fulfilled the objectives of their respective projects. The workshops covered topics such as assertive communication, peaceful conflict resolution, cooperation, and managing emotions. Some of the results of this methodology were the improvement of participants communication's skills and their family relationships, the management of frustrations and fears, and an increase in their levels of empathy, security, and self-confidence to achieve their goals and dreams. With the FGs it is understood that the tool has a degree of flexibility so that it not only focuses on the construction of ideas, communication, conflict resolution, and the projects of each person, but it also becomes a precursor to projects and the intrinsic motivations of the participants. It also becomes a bridge for the search for partners and tools available within PAR, thanks to contacts within the program. In referring to the bridges created by the methodology, another point raised by participants was that DecidoSer provided the opportunity for youth and community organizations to link together to manage projects around common objectives. These projects initially require volunteers with a proactive attitude to work, but thanks to the training provided or managed by PAR, human and intellectual capital were strengthened with tools that help to enhance project development.

"They taught us that, instead of fighting with the neighbor, look for a solution. There were several problems and we looked for solutions" (Ecoanalitica, Focus Groups, 2021)

"I remember that we did some activities, precisely in this space, where, for example, there was one that was something like synchronicity and that implied that we all had to know the rhythm of the other people, how he advances, how I advance. And that mutual understanding doesn't go into why you don't move as fast, but instead into strategy so that for the person who moves slower -- I can catch up with him or make him catch up with me and get in sync so that everyone can move forward. Some had more abilities than others to move, others had more mental abilities. So, it was to find a way to combine the skills that we all had in that space, without entering, so to speak, into confrontations with the other, to reproach him for what he does not do, because we all know we have different lifestyles and we should find a way to bring these skills into sync so that we can move forward without leaving anyone behind." (Ecoanalitica, Focus Groups, 2021).

Number of people citing increased trust in government and/or private sector companies and/or civil society organizations: 27,831 (89.1%), (16,591 [88.6%] F; 11,240 [90%] M)

Illustration 4 Number and percentage of participants who cite greater trust in government, organizations and the private sector



This metric measures the trust that people have developed in local government organizations, private entities, and civil society organizations thanks to the influence of PAR. It also allows us to return to some of the concepts and positions evaluated in the barometer of reconciliation that give rise to evaluation categories where the respondents expressed their feelings regarding reconciliation. Likewise, it allows us to relate the results of the input in the framework of citizen coexistence, academic contributions, production of public policies, and the promotion of dialogue. In total, 27,831 participants increased their trust in at least one of these 3 actors, however, independently it was found that the greatest influence of PAR was in the increase in trust in civil society organizations, in which 23,986 (76.8%) participants increased their trust, followed by 19,825 (62.3%) participants who increased their trust in the government, and 19,825 (53.5%) participants who increased their trust in the private sector. In total, it can

be highlighted as an important result of PAR that 13,107 (42%) participants increased their trust in the 3 actors simultaneously. The disaggregation of the results is presented below.

The results shown in the above figures are align with those measured by PAR's reconciliation barometer¹¹. In 2019, 9.4% of the people surveyed in more than 40 municipalities expressed that they had a lot of trust, while in 2021 the percentage of participants who have trust in the local government was 21.9%. Regarding trust in the national government, the percentages are lower, respectively, for each year: 8.1% in 2019 and 18.2% in 2021. Overall, it can be seen that the levels of trust have risen significantly compared to what was recorded in the Barometer. However, in 2019 trust towards political parties, businessmen, the army, the police, and the media was surveyed, and in a rating from 1 to 10, the national average was 1.2, with Buenaventura, Bojayá, San Vicente del Caguán, and San Carlos were the municipalities with the worst levels of trust.

¹¹ Total survey base: 5572 individuals

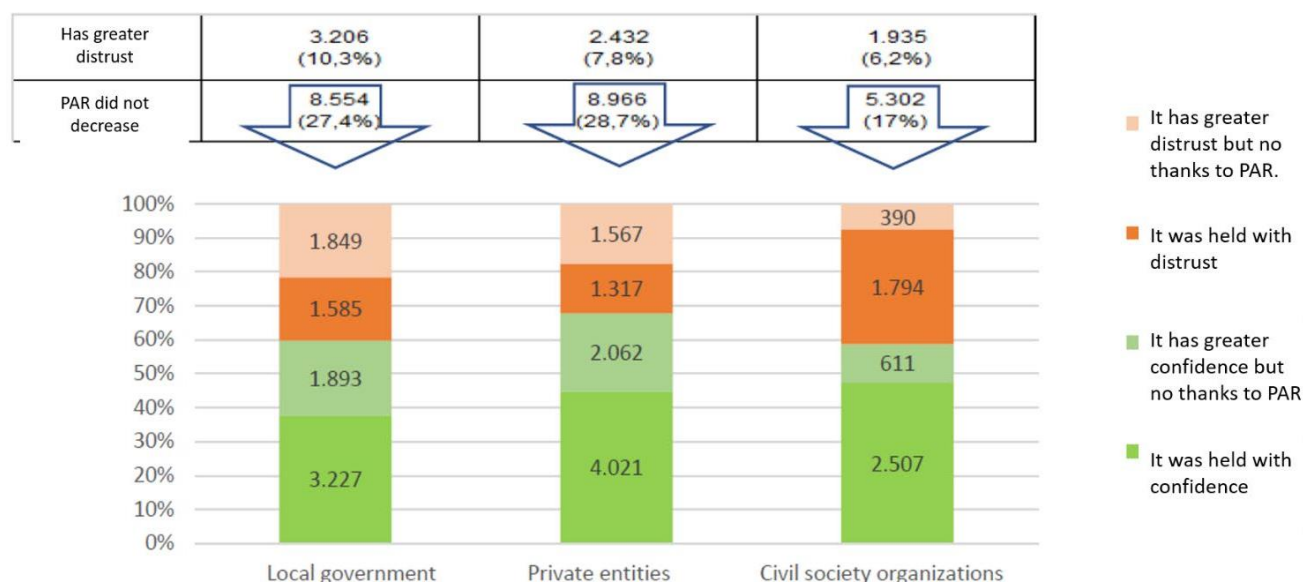
Table 17 Number and percentage of participants who cite greater trust in government, organizations and the private sector disaggregated

	Total	Gender		Age		Ethnicity		
		Male	Female	Young (16 to 29)	Adult (30 +)	Indigenous	Afrodescendant	None
Increased confidence in the government	19,463	7,376	12,087	9,438	10,025	1,196	4,417	13,850
	62.3%	59.1%	64.5%	61.7%	63.0%	87.3%	68.6%	59.2%
Increased confidence in the private sector	19,825	8,045	11,780	10,182	9,642	971	4,465	14,389
	63.5%	64.4%	62.9%	66.6%	60.6%	70.9%	69.3%	61.5%
Increased confidence in civil society organizations	23,986	9,755	14,231	11,362	12,623	1,215	4,871	17,900
	76.8%	78.1%	76.0%	74.3%	79.3%	88.7%	75.7%	76.4%
Standard Error	3.50%	5.40%	4.40%	4.90%	4.80%	16.10%	3.90%	3.50%

These results are similar in terms of gender, highlighting only that there are more women (64.5%) who state that they have increased their trust in the local government thanks to the program compared to men (59.1%). This is an important measure, since the data obtained from the barometer (2019) indicated that 7,299 women had low levels of trust in the actors that intervened in their territory, while the 2021 instrument stated that of the 5,772 respondents, 1,050 trusted the actors that intervene in the territory. Likewise, there are more young people (60.6%) who increased their trust in private entities, compared to the results of adults (66.6%). The gaps widen in terms of ethnic groups, showing an important impact in the indigenous population group, since there are many more of the indigenous groups (87.3%) that gained confidence in local governance than non-ethnic groups (59.2%), more of the indigenous population (88.7%) who improved their trust in civil society organizations than non-ethnic groups (76.4%), and more of the indigenous population (70.9%) with improved their trust in private entities compared to the non-ethnic group (61.5%).

However, a small set of participants stated that PAR influenced a greater mistrust towards the 3 actors, which ranged from 1,935 (6.2%) participants in relation to civil society organizations and

3,206 (10.3%) against the local government. In turn, in another group of participants, PAR would not have influenced their confidence levels, as can be seen in the graph below.



Graph 6: Trust and mistrust in local government entities, private entities and civil society organizations

In the face of all the actors, the main reasons why PAR did not have an influence is that it remained confident or that it has greater confidence, but not thanks to PAR. In a smaller proportion, the participants state that despite their participation in PAR they remained distrustful or that they have greater distrust, but not due to the influence of PAR. These subgroups of participants, added to those who indicated that PAR had generated worse perceptions, can be analyzed as a possible focus of action for future interventions, since they are in a state in which they can improve their confidence: specifically, 6,620 people with respect to the local government, 5,316 people with respect to the private sector, and 4,120 people with respect to civil society organizations.

20,221 (64.8%) (11,607 [62%] F; 8,614 [69%] M) participants consider that after PAR the working relationships between the different agents have been strengthened;

Number of participants who consider that the PAR project in which they participate contributes to the development/implementation of the PDET: 19,393 (62.1%) (11,653 [62.2%] F; 7,740 [62%] M)

To conclude, these two metrics address the contribution of PAR in two aspects: the improvement in working relationships between the different agents in the territories and in the development or implementation of the Development Plans with a Territorial Approach (PDET). In total, 20,221 (64.8%) participants observed better working relationships between different actors due to PAR interventions and 19,393 (62.1%) participants considered that PAR contributed to the development or implementation of the PDETs.

Table 18 Participants who observed better working relationships in their territory and who consider PAR to contribute to the implementation of the PDET

	Total	Gender		Age		Ethnicity		
		Male	Female	Young (16 to 29)	Adult (30 +)	Indigenous	Afrodescendant	None
Participants who observed better working relationships	20,221	8,614	11,607	9,063	11,158	962	4,293	14,967
	64.8%	69.0%	62.0%	59.2%	70.1%	70.2%	66.7%	63.9%
Participants who consider that PAR contributed to PDET implementation	19,393	7,740	11,653	8,991	10,401	811	4,471	14,111
	62.1%	62.0%	62.2%	58.8%	65.3%	59.2%	69.4%	60.3%
Standard Error	3.50%	5.40%	4.40%	4.90%	4.80%	16.10%	3.90%	3.50%

When disaggregating the metrics, it is observed that the perception of improvement is greater among men, where 69% consider that there are better labor relations in the territory due to PAR, compared to 62% of women who have this perception. In terms of age, this metric also presents a significant gap where while 70.1% of adults consider that work relationships have been strengthened, this perception is held by 59.2% of young people between 16 and 29 years. Lastly, regarding the strengthening of relations between agents, it is observed that more indigenous (70.2%) and Afro (66.7%) participants perceive an improvement in territorial relations compared to the group of no ethnic group (63.9%).

On the other hand, there was a similar percentage (62%) of men and women who recognize a contribution of PAR to the implementation of the PDET. A difference occurs in the range of age groups, with groups over 30 years of age holding a better perception of PAR's support, where 65.3% of those adults surveyed recognize a contribution of PAR to the development or implementation of PDET, compared to 58.8% of minors, or there is a difference of 6.5 percentage points. There is also a gap when disaggregating ethnic groups, as 69.4% of Afro-descendants who affirm that there is a contribution of PAR in the development or implementation of the PDET, compared to 59.2% of indigenous and 60.3% of the non-ethnic group.

Positive messages

Positive messages are embedded within PAR's communication program, as it seeks to recognize the narratives of communities and individuals in the Colombian territory, the understanding that the associated public and private media today manage multiplatform systems and have created alternative spaces in social networks where participants can seek to collect the learned experiences that have arisen from the different processes. The objective is to change perceptions, behaviors, and attitudes in the face of the communication gap between urban and rural Colombia, in addition to promoting trust towards different political, social, and cultural entities, and boost empowerment, respect, and dialogue to generate a change of narratives in the territories that have been marginalized due to the armed conflict. Likewise, it is important to highlight that, in the fifth year of PAR intervention, the Positive Messages strategy played a fundamental role in reducing intolerance and levels of xenophobia towards the Venezuelan migrant population through communication campaigns that inform, educate and sensitize the Colombian population regarding the conditions of vulnerability of Venezuelan migrants.

For this work, those involved were recognized as ambassadors of reconciliation, whose axes of work arise from participation in public and private spaces and platforms that allow people to be mobilized through dissemination and communication, in addition to their main work as actors of change transmitting these positive messages focused on reconciliation and awareness. This gives greater scope to the actions that have been developed in the PAR action municipalities, and for this reason all kinds of material were created that were presented - in total, 2,058¹² interventions in information ecosystems or entertainment and in different formats - thanks to the strategic alliances of ACDI/VOCA and their participation in journalistic media such as El Colombiano, Caracol Radio, El Tiempo, El Espectador, NTN24, WinSports, and in educational programs such as Professor Super O and others that effectively contribute to changing perceptions, attitudes, and behaviors.

Taking into account the previous context, as well as the qualitative information collected within the framework of the PAR intervention, different campaigns were carried out that promoted and disseminated messages of reconciliation. Some of these campaigns communicated positive messages and stories about the LGTBQ+ community, awareness campaigns against the migrant population, historical memory, Mega Jovenes (a radio space that shares life stories of young people on the station, aimed at young people with the most listening in the country), Rural Week, and others. The impact of these campaigns and positive messages highlighted by the interviewees were the following:

In the first place, the interviewees mentioned that there was a deconstruction of images about the migrant population and, in the same way, there was a positive perception regarding marginalized groups such as young people, the LGTBQ+ community, or victims of the armed conflict. However, the partners interviewed are not clear about the impact or results of these messaging campaigns, since there is no plan or strategy to monitor said impact. As mentioned above, there was an impact on the perception of the migrant population due to campaigns such as Refugee Day, in which a series of activities were carried out that focused on telling life stories and creating hashtags that promoted messages of fraternity between Colombians and Venezuelans highlighting the common cultural, social and historical aspects between both

¹² Obtained from the press monitoring platform prensanet.com/acdivoca

nations. Likewise, platforms were also developed to guarantee free communication for migrants in vulnerable situations by means of simcards for calling and surfing the Internet or social networks. Beyond leisure, it allowed communication with families, access to search tools for information on services and other information, as well as receiving relevant information on the services offered by institutions to this population.

The Positive Messages strategy was recognized as a model that worked on trust in actors such as public officials, the media, and actors from the private sector. In this sense, PAR participants have carried out radio and audiovisual communication activities that have resulted in different local public and private actors getting involved and forming associative chains in favor of spreading positive messages. This joint work has increased the levels of trust between the different actors in the territories, making visible community actions and activities conducted by each actor or those carried out jointly,

It is important to highlight that in order for the participants to become spokespersons for a population in a situation of vulnerability, for the stories and collective memories of their communities, and for the messages of resilience and transformation of their territories, ACIDI/VOCA, through DecidoSer and its strategies, contributed to the empowerment, resilience and self-esteem of the ambassadors and the participants who work from the local community media to carry and spread these messages of reconciliation. For the participants, assertive and inclusive communication are big steps towards reconciliation, equity, trust and the transformation of the perception of the territories.

“When I arrived in this city, I was ashamed to speak because they knew I was Venezuelan, I did not want to feel mistreated, and with PAR that wasn’t a problem. I started the program and I realized that I was not alone, that it was not bad to be from another country, that my classmates accepted me and that, among kids, we have the same story. They empowered me not to allow myself or others to be mistreated, that by communicating and talking we could achieve equality as all human beings deserve it.” (EcoAnalítica. Focus group, 2021)

The positive messages and campaigns were not only focused on the migrant population, but also campaigns that tell the life stories of young people who are agents of change in their territories and these community initiatives are shared through radio and the Internet. In addition to these campaigns, courses for young people in universities related to communication issues were promoted. Likewise, campaigns, videos, or podcasts of collective memory and historical memory were carried out, particularly in territories that have been affected by the armed conflict, and these campaigns generate actions of collective reparation and transformation of images regarding their territory.

“Yes, I definitely believe that from the project such as Rural Week, Migration Venezuela we have a population approach. So, let’s say that there is a more gender-based approach towards minorities, towards the LGBT community, young people, towards Afro-descendants, towards indigenous people, but they always try to make visible the valuable things they do and the valuable contributions they make to society, so I think that has also generated that the community in general knows about these communities and the contributions they have.” (EcoAnalítica, interview, 2021)

Percentage of people who recognize one of the reconciliation ambassadors: 52.3% (16,337) (9,509 [50.8%] F; 6,828 [54.7%] M).

Evaluation of the work carried out by the ambassadors for reconciliation and their contribution to changing the perception of their territory: 98.4% (16,069) (9,351 [98.4%] F; 6,720 [98.4%] M) qualified as excellent or good management.

This indicator establishes the evidence around the interaction and capacity perceived by the participants of the PAR project in relation to the ambassador of reconciliation, who is part of the program activities and constitutes one of the leadership roles of the community, or of the different ventures and has had the opportunity to communicate the outstanding stories of the territories in different content grids. Thus, 52.3% of the participants recognize an ambassador and among them, 16,069 (98.4%) rate his management as excellent or good.

Table 19 Recognition and qualification of the work of the ambassadors of reconciliation.

	Total	Gender		Age		Ethnicity		
		Male	Female	Young (16 to 29)	Adult (30 +)	Indigenous	Afrodescendant	None
Recognition of ambassadors	16,337	6,828	9,509	8,007	8,330	970	3,491	11,876
	52.3%	54.7%	50.8%	52.3%	52.3%	70.8%	54.2%	50.7%
Rating of the ambassadors' work as excellent and good	16,069	6,720	9,351	7,845	8,226	970	3,461	11,639
	98.4%	98.4%	98.4%	98.0%	98.8%	100.0%	99.1%	98.0%
Standard Error	3.50%	5.40%	4.40%	4.90%	4.80%	16.10%	3.90%	3.50%

The recall that the ambassadors have is similar in terms of gender (54.7% of men and 50.8% of women), as well as in terms of age (52.3% for young people and adults). It is highlighted that the indigenous population is the one that reports a greater recall of the ambassadors of the PAR program, with 70.8%, compared to other groups like Afro-descendants (54.2%) and the non-ethnic group (50.7%). In this regard, the Santa Marta focus group on Positive Messages highlighted the role of ambassadors as leaders and communicators of positive news and stories that change the collective imagination of their territories and foster trust and security. Some of the ambassadors who stood out in the FG play an active part in the local media, making audiovisual pieces, radio, and advertising programs that publicize the undertakings and initiatives of young people in the city.

Economic Opportunities: Employment

9,379 (58.5%) female/young participants cited a promotion in their roles in a sector/value chain/job due to PAR.

Average change in participant income/total amount of increase in participant income due to PAR assistance: 39.9% (42.3%) F; (36.6%) M.

As part of the work ACDI/VOCA carries out with the most vulnerable communities in Colombia to meet different social demands, we have taken into account the average data on unemployment at the national level and the differences in relation to specific population groups. Based on the data collected, we attend to the groups with the greatest obstacles in accessing formal employment, with the goal of enhancing human and social capital needed to gain access to multiple economic sectors.

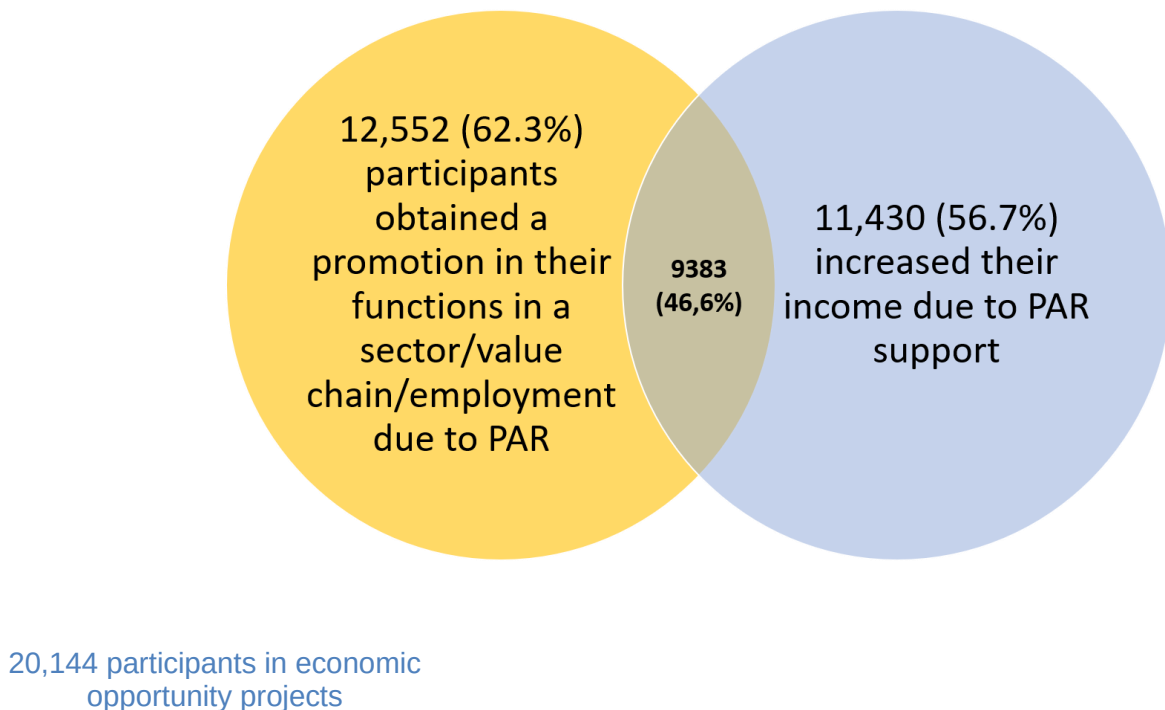
Taking into account the brief context above and what was highlighted by the participants in the FG, ACCDI/VOCA, through the PAR program, executes actions and strategies that reduce obstacles in accessing economic opportunities and employability, considering it a fundamental mechanism for communities moving towards comprehensive reconciliation processes. In this sense, PAR, in alliance with technical education partner institutions, carries out a comprehensive training and employment plan that includes technical training programs that provide strategic knowledge in the areas of systems, accounting, administration, etc. - knowledge and skills in high demand by employers in the labor market.

Likewise, these training spaces are backed by PAR through economic support for the participants who begin their training process, since many of the participants are part of population groups in vulnerable situations that require the creation and guarantee of favorable conditions that reduce additional barriers that prevent access to educational programs, such as lack of transportation, technological tools, and others. Additionally, PAR accompanies the participants through the DecidoSer tool, which, as mentioned above, strengthens skills and abilities in communication, resilience, teamwork, and managing emotions that lead to the empowerment of the participants. The above is widely recognized by the participants of the focal groups, since many of them are migrants who, prior to their participation in PAR, were in conditions of vulnerability in several dimensions: social, psychological and economic.

“Even after finishing the technical course, they gave us tips on what could be the shortcomings for some people, for example, writing, managing software, and communicating, which in our work environment is very important because that is also evaluated at the time we do the internship, and they told us much; the truth is that the support was a lot.” (EcoAnalítica, focus group, 2021)

It should also be noted that, with the support of PAR, various activities have been managed, such as the planning and construction of resumes, placement in internship spaces and meetings at business and employment fairs, seeking to achieve job promotions or increased income and responsibilities. This gives the communities with the most gaps the opportunity to approach formal markets that ensure their personal and professional growth.

Illustration 5: Opportunities for promotion or increase in income



Graph 2: Change in perceptions and behaviors of participants

Within the framework of 20,144¹³ economic opportunity project participants, these metrics establish how these projects positively impact promotions in participants' roles and increased incomes within projects or jobs. In this regard, 12,552 (62.3%) participants reported that they achieved a job promotion in the sector or value chain to which they belong, while 11,430 (56.7%) participants increased their incomes and attribute this increase to their participation in PAR projects. These two results were obtained simultaneously by 9,383 participants, which represent 46.6% of the total number of participants in PAR economic opportunity projects. Differentially, according to the metrics, it was found that 9,379 women and/or young people obtained a promotion in their economic activity, 8,982 women and/or young people increased their income due to their participation in PAR, and 5,128 women and/or young people achieved both results simultaneously. Regarding qualitative information, a part of the participants stated that they had

¹³ A specific expansion factor was calculated for the questions related to Economic Opportunities-Employment, where through administrative records (marked according to the type of project that worked on the topic of economic opportunities) it was determined that 20,144 participants had received this methodology, and with this data the inclusion probabilities of each disaggregation were calculated according to the distribution of the participant universe and the defined sample design. In the sample of the questions related to Economic Opportunities-Employment, only those participants who, according to the administrative record, would have participated in these projects were taken into account, excluding those who affirmed through the survey that they had received it, though the administrative record indicated that they had not.

managed to find employment, most of them in the organizations where they carried out their internships. The most relevant results for the participants who experienced these cases were achieving greater economic stability, increasing their income, and improving their quality of life through formal or apprenticeship contracts. In addition, some highlighted the quality of these jobs obtained, since they had employment contracts in accordance with the Colombian legal framework, and good pay. However, it should be noted that, in the case of the migrant population, particularly Venezuelan migrants, the difficulties in accessing formal jobs stand out due to the migrant hiring laws in the country, since these require special documents and permits to work in Colombia and many of the migrants only have permits to study.

“Very good because the remuneration is very good, compared to the competitive market because, apart from the fact that they ask you for more years of experience than life, they ask you for many things and they want to pay you the minimum wage, and this is above the minimum wage and it is very competitive.” (Focus group, EcoAnalítica, 2021)

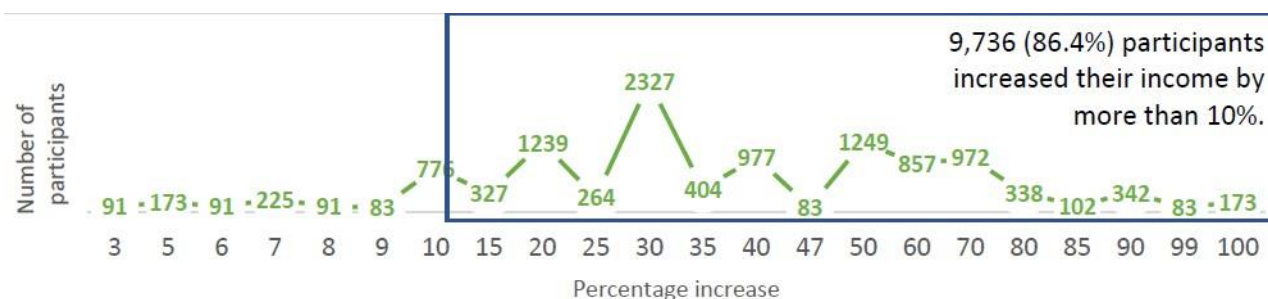
Table 20: Participants with a promotion, role change, and income increase from participating in the PAR process

	Total	Gender		Age		Ethnicity		
		Male	Female	Young (16 to 29)	Adult (30 +)	Indigenous	Afrodescendant	None
Participants who obtained a promotion in their job	12,552	5,556	6,996	5,512	7,040	647	2,155	9,750
	62.3%	69.0%	57.9%	55.8%	68.5%	73.2%	51.9%	64.5%
Participants who	11,430	4,744	6,686	5,618	5,812	410	2,135	8,884
increased their income	56.7%	58.9%	55.3%	56.9%	56.6%	46.4%	51.4%	58.8%
Average percentage increase in revenues	39.9%	36.6%	42.3%	38.7%	41.1%	52.2%	36.0%	40.3%

When delving into types of participants, a gap is observed in terms of promotions or changes in functions according to the gender and age group of the participant: while 69% of men affirm this promotion in their work, 57.9% of women achieved this result, which is a difference of 11.1 percentage points; on the other hand, there are more older people (68.5%) who mention promotion than young people (55.8%). In ethnic terms, the lowest percentage for the Afro population can be highlighted (51.9%), compared to the group of no ethnic group (64.5%) and compared to the indigenous population (73.2%).

Regarding the increase in income, the percentages are similar between men, women, youth and adults, although the difference between the indigenous population can be highlighted, since they have fewer people (46.4%) who increased their income compared to the population of no ethnic group (58.8%) and also less than the Afro population (51.4%). Regarding this increase, two assessments were obtained - one qualitative and one quantitative. From the qualitative assessment, 71.3% of the participants indicated that this increase was high, 21.3% stated that it was low and, in the extremes, it can be seen that 1.4% considered it very low and 5.9% that it was too high. From the quantitative assessment, the participants on average increased their income by 39.9%, and 86.4% increased their income by more than 10%, as shown in the graph. This average percentage is higher for women, specifically 5.7 percentage points higher compared to the increase in income for men, and it is higher for indigenous people: 11.9 percentage points more compared to the group of no ethnicity and 16.2 percentage points more compared to the group of Afro-descendants.

Graph 7 Number of participants according to percentage of increase in income

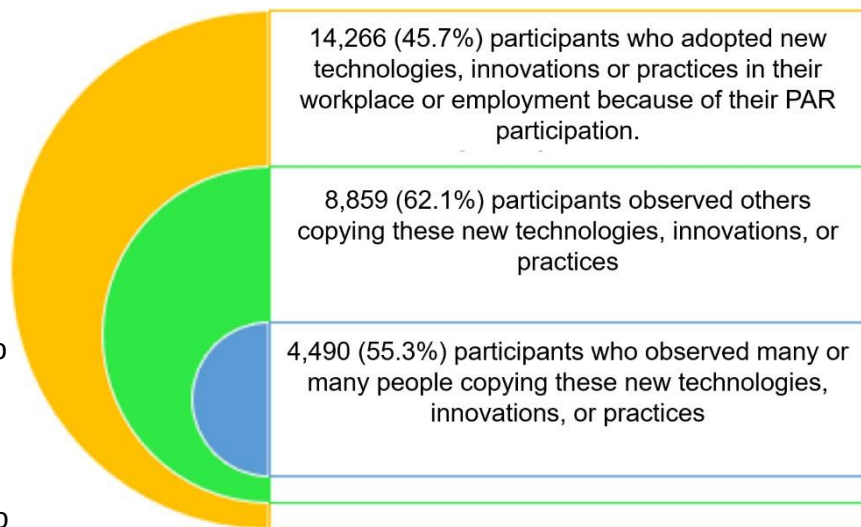


These achievements in terms of access to employment and increases in income for the participants were obtained thanks to the program's support of the program in job placement activities, which included training in the areas of systems and programming, among others, as well as training in resume writing, interviewing, and job networking. On the other hand, people who were unable to find a job did not improve their income, despite stating that thanks to the program they had achieved significant personal and professional growth. The personal growth and academic training achieved through PAR was perceived by the participants as an essential element that generated feelings of motivation and hope that they could transform their lives, as well as understanding that they already have more tools that allow them to overcome the obstacles they encounter.

Number of participants who adopted new technologies, innovations, or practices in their workplace or employment due to their participation in PAR: 14,266 (45.7%) (8,300 [44.3%] F; 5,966 [47.8%] M)

These metrics address how the program managed to get its participants to adopt new technologies or innovations in the workplace and whether these have been copied by people in the immediate or known environment. The concept of technologies is defined as the knowledge applied to technical resources, instruments, or procedures that can optimize a production process, allowing PAR participants to

Illustration 6: Inclusion of new technologies, innovations or practices



refer to the different improvements they made within the process, for which it is essential to understand that the resources and the management given to them is according to the financial resources and the installed capacity of each productive project. Therefore, the training on machinery management, software, and even the use of accounting notebooks are part of the innovation and adoption of new technologies carried out by the participants of the PAR project. Faced with this, PAR managed to get 14,266 (45.7%) participants to adopt new technologies and innovations in the workplace, and among this group, 8,859 participants observed how other people also adopted innovations and, in turn, of these 4,490, consider that it was quite a few or many people who copied these new technologies.

In this regard, the participants of the FGs highlighted that, thanks to PAR, they have been trained in technical programs of administrative, accounting, marketing, use of specialized software, among others. Once their training process was over, PAR, together with the educational training institutions, facilitated internship spaces and later, in many cases, formal jobs. In these workplaces, the participants develop the skills and knowledge acquired in their technical training. Additionally, apart from the technical training, PAR strengthened the participants' soft skills through the application of the DecidoSer tool. In this way, the participants highlight the importance of applying the skills acquired or strengthened through their jobs, since it contributes to teamwork, the proper management of emotions such as stress, as well as the adequate coping of the difficulties that may arise. All of the above optimizes the work of the participants in their internships and jobs and has meant that, in some cases, said skills and technical training are valued positively by employers and that, little by little, some participants have consolidated in well-established formal work scenarios that are well paid.

"We prepared ourselves in software and systems development and even learned things that didn't even have anything to do with the career. The first achievement that I got with ACDI/VOCA was that they taught us graphic design, I got closer to that and I got very attached to that and I learned it that way, and I entered a logo contest and I won.

"(EcoAnalítica, focus group, 2021).

"Another (subject) that we dealt with, that I liked very much, was accepting and being able to manage things that sometimes do not turn out the way we want, the frustration, the detachment that we are no longer in our country, that our life is no longer that of

Venezuela, being in the present, accepting the present, living in the present and moving forward” (EcoAnalítica, focus group, 2021).

Table 13 participants who adopted and observed copying new technologies in their workplace

	Total	Gender		Age		Ethnicity		
		Male	Female	Young (16 to 29)	Adult (30 +)	Indigenous	Afrodescendant	None
Participants who adopted new technologies, innovations or practices in their workplace or employment	14,266	5,966	8,300	6,070	8,196	607	2,856	10,803
	45.7%	47.8%	44.3%	39.7%	51.5%	44.3%	44.4%	46.1%
Participants who observed others copying these new technologies, innovations, or practices	8,859	3,465	5,394	3,357	5,501	321	2,036	6,502
	62.1%	58.1%	65.0%	55.3%	67.1%	52.8%	71.3%	60.2%
Average number of people observed copying new technologies	23.3	23.2	23.4	19.3	25.8	34.0	21.2	23.5
Number of people observed copying new technologies	202,310	77,947	124,363	64,931	137,379	9,711	42,503	150,096
Relative error	3.50%	5.40%	4.40%	4.90%	4.80%	16.10%	3.90%	3.50%

Although both men and women have applied these innovations in very similar percentages, 47.8% and 44.3%, respectively, a higher percentage of women, specifically 6.9 percentage points more, observed that other people copied these new technologies. On the other hand, a higher percentage of adults stated that they have incorporated new technologies, specifically 51.5% compared to 39.7% of young people who achieved this adoption, and in turn, it was also the adults who observed others copying this adoption of new technologies. It is important to clarify that although this seems to be a contradiction to the popular opinion that attributes a greater and better use of technology to young people, the percentages shown above, with respect to the incorporation of new technologies related to social networks and virtual platforms,

show that the age group under 30 years old have a higher presence in this section, with 37.8%, while 34.6% of the group older than 30 managed to perform in a timely manner by adapting social networks to their projects. In terms of ethnic group, there is a lower percentage of the indigenous population that observed others of the same age group copying new technologies.

Regarding these metrics, the participants estimated qualitatively and quantitatively how many people they had observed copying these new technologies. In qualitative terms, 4,900 participants consider that there were quite a few or many people who observed, while 3,923 consider that there were few people. On the other hand, based on the quantitative estimates of the participants, PAR would have indirectly impacted 202,310 people who would have adopted new technologies, innovations, or practices in their workplace or in their employment and, on average, each participant would have been an example for 23 people. This average is higher for adults, where each one would have observed 25 people compared to the 19 people that young people would have observed, and higher for the indigenous population, where each one would have observed an average of 34 people copying technologies, compared to 21 people of the Afro population and 23 of the group of no ethnicity.

To delve into the metric, categories were created on the different types of innovations or technologies that the participants have adopted in their work environments. The main technology or innovation adopted was the use of virtual platforms and tools, adopted by 5,130 (36%) participants, followed to a lesser extent by 1,429 (10%) participants who adopted innovations related to administrative and accounting improvement.

Table 14 Types of technologies adopted by the participants

Type of technology or innovation	Total		Gender		Age		Ethnicity		
	N	%	Male	Female	Young (16 to 29)	Adult (30 +)	Indigenous	Afrodescendant	None
Use of virtual platforms and tools	5,130	36.0%	37.8%	34.6%	37.8%	34.6%	67.9%	35.4%	34.3%
Administrative and accounting improvement	1,429	10.0%	6.7%	12.4%	9.1%	10.7%	0.0%	14.3%	9.5%

Improvements based on technification	1,316	9.2%	7.8%	10.2%	8.8%	9.6%	0.0%	8.4%	10.0%
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Training and labor qualifications	1,234	8.7%	9.8%	7.8%	7.8%	9.3%	17.3%	5.6%	9.0%
Communication techniques in personal and work environments	1,193	8.4%	10.0%	7.2%	8.5%	8.3%	0.0%	8.4%	8.8%
Marketing design and improvement	1,026	7%	6.8%	7.5%	6.7%	7.6%	5.1%	5.2%	7.8%
Strengthening teamwork	512	4%	3.7%	3.5%	2.7%	4.3%	0.0%	2.1%	4.2%
Don't know Don't remember	143	1%	0.5%	1.4%	1.3%	0.8%	0.0%	23%	0.7%
Others	2,282	16%	16.8%	15.4%	17.4%	14.9%	9.8%	18.1%	15.8%
Total	14,266	100%	5,966	8,300	6,070	8,196	607	2,856	10,803

Although the use of virtual platforms and tools is the main innovation for all sex, age, and ethnicity groups, it should be noted that the second most important innovation for men is related to communication techniques in work and personal environments (10%), while for women, youth, and adults, the second innovation is administrative and accounting improvement (12.4%, 9.1%, and 10.7% respectively). By ethnic group, the second technology adopted for the

indigenous population is job training and qualifications (17.3%), for the Afro community it is administrative and accounting improvement (14.3%), and for the non-ethnic group it is the technification of the processes (10%).

Similarly, categories were constructed to describe the technologies or innovations that people have seen copied, through which it was seen that the management of platforms or applications for work is what most participants have seen copied (3,083), followed by 2,126 (24%) participants who observed diverse optimization and administration practices, and 1,674 (18.9%) participants who observed innovations related to respect for opinions and teamwork.

Table 15 Types of technologies that participants observed being copied

Type of technology or innovation copied	Total		Gender		Age		Ethnicity		
	N	%	Male	Female	Young (16 to 29)	Adult (30 +)	Indigenous	Afrodescendant	None
Management of work platforms or applications	3,083	34.8%	32.7%	36.1%	35.8%	34.2%	82.7%	19.4%	37.3%
Optimization and management practices	2,126	24.0%	19.4%	26.9%	17.8%	27.8%	0.0%	34.4%	21.9%
Respect for opinion, recognition of diversity and teamwork	1,674	18.9%	23.0%	16.2%	15.2%	21.2%	0.0%	14.8%	21.1%
Training and innovation	520	5.9%	6.2%	5.7%	9.1%	3.9%	0.0%	4.5%	6.6%
Don't know	134	1.5%	1.8%	1.3%	2.9%	0.7%	7.6%	3.5%	0.6%

Other	1,322	15%	16.9%	13.7%	19.2%	12.3%	9.7%	23.4%	12.5%
Total	8,859	100%	3,465	5,394	3,357	5,501	321	2,036	6,502

From the table above, it should be noted: 1) while for women, youth, and adults the second most copied innovation is related to optimization and administration practices, the second most copied innovation observed by men was that related to respect for opinion and teamwork; 2) the high percentage that the indigenous population has seen copying is the management of platforms or applications for work; and 3) what the Afro population has seen copied most is not the management of platforms, but rather optimization and administration practices.

Economic opportunities: Entrepreneurship and productive projects

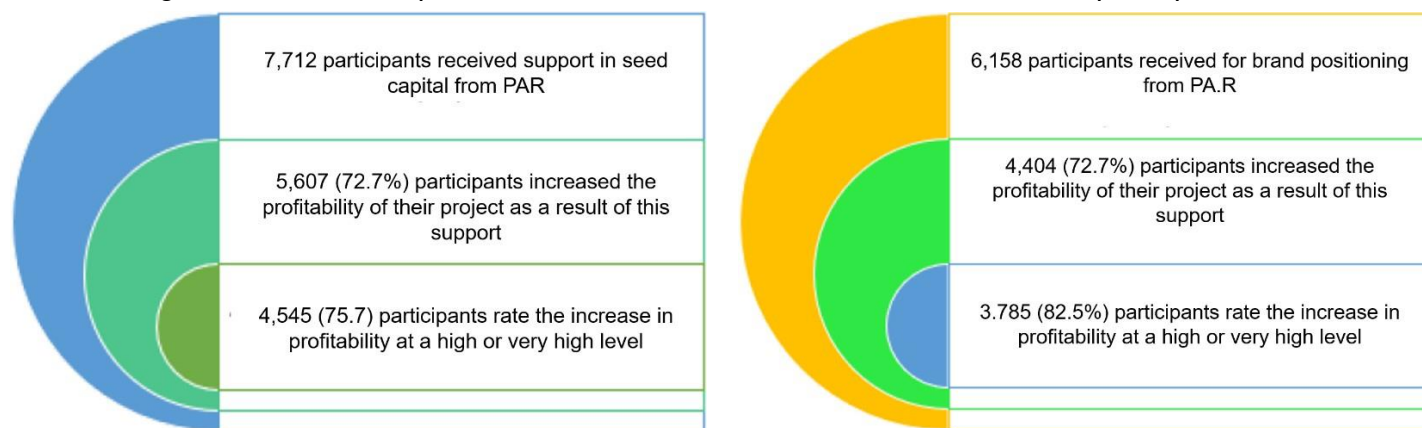
5,607 (72.7%) (3,251 [70.6%] F; 2,356 [75.8%] M) participants are in enterprises and productive projects that improved the profitability of their productive project or enterprise thanks to the seed capital granted by PAR.

4,404 (71.5%) (2,554 [69.9%] F; 1,859 [73.9%] M) participants in projects and productive enterprises that improved their profitability thanks to PAR's support in brand positioning.

Number of new funding or resource entities a person is linked to thanks to PAR support: 2 on average.

Illustration 7 participants who received support for their enterprises and increased the profitability of their project

Through the filters of the quantitative instrument, it was determined that 7,712 participants



received support from PAR in their productive project or entrepreneurship through seed capital and 6,158 received brand positioning support. However, 4,591 participants received both types of support, and a total of 9,279 received at least one type of support. Next, the results will be presented separately for seed capital support and brand positioning support.

In the FGs made to participants, PAR's assistance to productive projects and enterprises related to handicrafts, tourism, peasant markets, clothing, among others, was highlighted. These

productive projects and enterprises were strengthened thanks to the assistance of PAR by strengthening the business skills of the participants, commercial and marketing skills, etc. For participants, the activities and training that provided them with the necessary skills and knowledge to autonomously carry out the actions that maintain and promote their enterprises and projects were of great value and empowerment, including activities such as inventory management, management of accounting records, and management activities, hiring, etc. Further, the producers highlighted that they received technical assistance focused on planting practices, environmental practices and soil management, insecticides, fertilizers, etc. These abilities increase the quality of the harvested products, so, in this way, the final value of the products also increases.

“Yes, it became like a hobby, that people had a neglected garden and wanted to make it beautiful, and here we go. Thanks to the Emprende Sin Fronteras and ACDI/VOCA project, the entire entrepreneurship was strengthened; the emotional, psychological, business, and orientation part was boosted with the seed capital that they provided us” (EcoAnalítica, focus group, 2021)

Although the technical assistance was vital for the strengthening the productive projects and enterprises, it is also necessary to highlight the importance of infrastructure improvement, materials, and endowments, as well as the contribution of seed capital. The provision of infrastructure for rooms and spaces adapted to the productive project, door arrangements, bathrooms, furniture, as well as seed capital, has provided the productive projects and enterprises with the necessary tools to carry out their activities. In the case of food producers such as coffee or cocoa, among others, the seed capital has contributed to the purchase of inputs or infrastructure such as irrigation systems and other implements; with the enterprises it happens in the same way, the seed capital allowed the purchase of specialized machinery to optimize the processes. This saves expenses and increases productivity, which is reflected in the increase in income of the enterprises.

“When she was given the seed capital, she asked for a blender with greater capacity and an industrial kitchen, which led to a reduction in expenses and time; this was very good for her and it is reflected the lady’s words about ACDI/VOCA. A man who had his merchandise asked for his cart and from that moment he could move around. Many people went from renting machines or other things to having their own equipment; the change in profitability was quite a lot.” (EcoAnalítica, interview, 2021)

In this regard, the program helped 5,607 participants increase the profitability of their project through the support of seed capital, and those 6,658 participants increased the profitability of their venture due to the brand positioning support granted by the program, for example, through platforms and web pages dedicated to enterprises, which allows for the diffusion and commercialization of products in spaces as important as the virtual one. Among these participants, more than 75% affirm that the increase in profitability, both from seed capital and brand positioning, was of a high or very high level. For a set of participants, the support did not generate a change in profitability, specifically for 1,709 (22.2%) people who received support with seed capital and 1,572 (25.5%) people who received support with brand positioning. Finally, a low percentage of participants who received this support affirm that the support received decreased profitability - 396 (5.1%) with seed capital and 181 (2.9%) with brand positioning.

Table 16 Number and percentage of participants who increased the profitability of their enterprise due to the support of PAR

	Total	Gender		Age		Ethnicity		
		Male	Female	Young (16 to 29)	Adult (30 +)	Indigenous	Afrodescendant	None
	5607	2356	3251	2176	3431	287	1196	4124

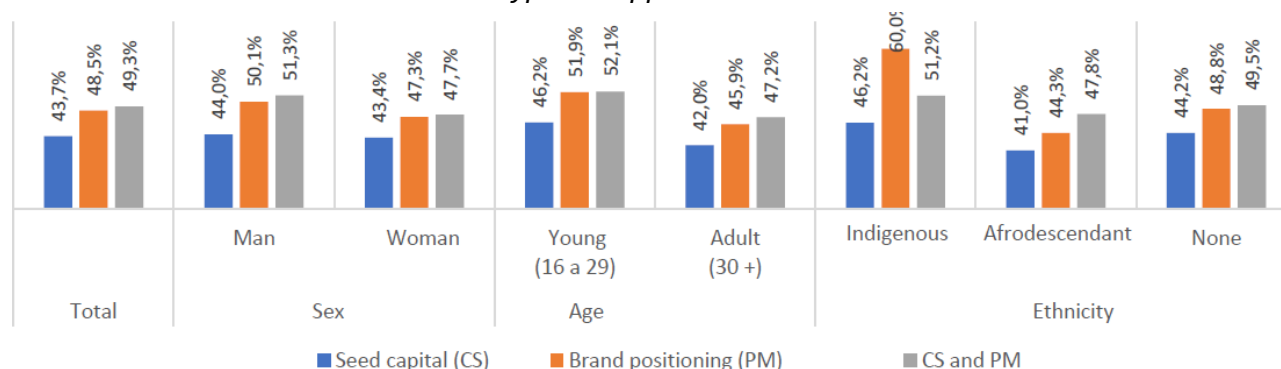
Increased profitability due to seed capital	72.7%	75.8%	70.6%	65.4%	78.2%	64.9%	74.5%	72.8%
Total seed capital participants	7712	3108	4604	3325	4386	442	1605	5665
Increased profitability due to brand positioning	4404	1850	2554	1852	2553	192	753	3459
	71.5%	73.9%	69.9%	66.9%	75.4%	55.0%	63.4%	74.9%
Total participants brand positioning	6158	2503	3654	2770	3388	350	1188	4620
Increased profitability due to seed capital and brand positioning	2,997	1,261	1,737	1,226	1,771	159	542	2,296
	65.3%	69.3%	62.6%	58.5%	71.0%	63.7%	64.4%	65.6%

Total participants who received both types of support	4,591	1,819	2,772	2,098	2,494	249	842	3,500
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When disaggregating the data of these metrics, it is observed in the first place that while 75.8% of men recognize that the seed capital generated an increase in profitability, this increase occurred for 70.6% of women, which is a difference of 5.2 percentage points. Regarding the increase in profitability due to brand positioning, there are more men (73.9%) than women (69.9%) who affirm that the support received generated an increase in the profitability of their enterprise, and this trend continues when observing the data of the participants who received both types of support, since there are more men than women who report increased profitability due to both types of support. In the case of the information disaggregated by age group, while 78.2% of adults consider that this seed capital did imply a change in profitability, 65.4% of the youngest consider an increase in profitability, which is a gap of 12.8 percentage points. The above difference is also observed in relation to brand positioning and with the group that received both types of support, where there is a gap of 8.5 and 12.5 percentage points, respectively. Regarding ethnic groups, the increase in profitability caused by seed capital and brand positioning is lower for the indigenous population.

The correlation coefficients for these metrics did not yield significant values for the design strata, that is, gender, age and ethnicity, however, a level of significance was observed for some territories. Being in Apartado is related to increasing the profitability of your project through support for brand positioning and, on the other hand, being in Arauquita and Turbo is related to a lower result in improving profitability through these supports (see Annex 2).

Graph 8 Average percentages of increase in the profitability of productive projects according to the type of support received



In addition to the qualitative estimate of the increase in profitability, there is a quantitative estimate of the percentage increase in profitability. On average, PAR generated a 43.7% increase in profitability through seed capital support, a 48.5% increase in profitability through branding support, and on average a 49.3% increase among participants who received both types of support and who claimed to have increased profitability through both types of support.

This trend is maintained in the disaggregation's of gender, age and ethnicity, with the gap between support being greater for the indigenous population, where the average increase in profitability through brand positioning was 60% compared to 46.2% through seed capital, and 51.2% through both types of support. Between men and women, the differences do not exceed 3% for both types of support. By age, however, the difference is slightly greater, especially in brand positioning, where young people reported an average increase of 51.9% due to brand positioning, compared to 45.9% for adults, which is a gap of 6 percentage points. Finally, the increase in profitability due to brand positioning for the indigenous population is not only considerably higher compared to seed capital, but also compared to the results for Afro (44.3%) and the non-ethnic group (48.8%).

Likewise, it is highlighted in the FGs and interviews that the strengthening of enterprises and productive projects is also due to the articulation between actors from the private sector or civil society organizations. For example, in one of the PAR intervention municipalities, a clothing enterprise led by women was developed. Due to technical support and seed capital, this business has been strengthened and has found an opportunity in the pandemic to identify new market niches, such as the development of biosecurity implements for the municipality. In turn, the practices that they adopted, thanks to PAR, have been transmitted to another organization in the municipality that supports a group of young people who carry out dance, cultural, and collective memory activities. In other words, PAR's contribution has not been confined only to the enterprises strengthened through seed capital or brand positioning, but these ventures have become replicators of experiences that involve the community and fortify the social fabric and leaderships of the community.

"It was outstanding that a synergy was achieved between young people and women weavers. I am referring to those in the manufacturing process, with the dance strategies the main groups that showed the garments in parades, as in a commercial catalog, this was important because it generated an exchange on the use of the garments in the weaving process." (EcoAnalítica, interview, 2021)

In a complementary way, to analyze the impact of the program on the enterprises of the participants, we inquired about the linkage with new resource or financing entities thanks to their participation in PAR. In general, it was found that 3,607 (11.6%) participants accessed new sources of financing for their productive projects or enterprises, and in total, 7,794 new relationships were generated with financing entities, which implies that on average each participant accessed 2 new entities. In this regard, the importance of creating and strengthening alliances between commercial actors due to PAR stands out in the interviews and focus groups, since these alliances have opened opportunities for new forms of business, and, in many cases, that the enterprises decide to finance these new business modalities that would not be possible without one or more allies with adequate financial capacity. This support provided by partners and allies allows productive projects and enterprises to have support and greater security.

Figures that reflect the reality of financing prior to the COVID 19 pandemic and during it, starting in 2018, according to a report by the newspaper El Espectador¹⁴, 62% of Colombian companies did not have access to financing and only 20% were able to survive the third year of its existence, and in 2020 with the aggravating factor of the pandemic, according to figures from

¹⁴ <https://www.elespectador.com/economia/el-62-de-las-pymes-colombianas-no-tiene-acceso-a-financiamiento-article-744870/>

the CCB, 1,857 companies (77.5%) in the city of Bogotá and 59 nearby municipalities¹⁵ had not requested any of the financial aid offered by the government, so the financing of productive projects was even more critical. The above can be related to the 11.6% of PAR participants who managed to access sources of financing, which is within the national averages for that period of time.

Table 25 Participants who access new sources of financing, number and average of relationships generated

	Total	Gender		Age		Ethnicity		
		Male	Female	Young (16 to 29)	Adult (30 +)	Indigenous	Afrodescendant	None
Participants accessing financing entities	3,607	1,830	1,777	1,506	2,101	148	1,020	2,438
	11.6%	14.7%	9.5%	9.8%	13.2%	10.8%	15.9%	10.4%
Total new relationships with financing entities	7,794	4,459	3,335	2,986	4,808	378	2,273	5,143
Average	2.2	2.5	1.9	2.1	2.3	2.5	2.2	2.2
Standard Error	3.50%	5.40%	4.40%	4.90%	4.80%	16.10%	3.90%	3.50%

In this linkage with sources of resources, a difference by sex is observed, given that while this result was presented in 14.7% of men, 9.5% of women claim to have access to this type of entity, which is a difference of 5.2 percentage points, while the average of entities is higher for men (2.5) compared to the average for women (1.9). On the other hand, it is observed that the Afro population accessed new entities in a greater proportion (15.9%) compared to the indigenous population (10.8%) or the non-ethnic group (10.4%), although the average number of entities is slightly higher for the indigenous population (2.5). Next, the relationship between the 3 metrics is presented.

¹⁵<https://www.ccb.org.co/Sala-de-prensa/Noticias-CCB/2020/Junio-2020/Las-mipymes-se-transforman-para-la-reactivacion>

Illustration 8 Relationship between support in seed capital, brand positioning and access to new entities

	Participants not reporting support in CS/PM 21,944	Businesses supported with seed capital (CS) 3,121	4,591	Businesses supported with brand positioning (PM) 1,567	
Participants gained access to new entities to finance their ventures: 3,607	1,854 (8.4%)	240 (7.7%)	1,281 (27.9%)	232(14.8%)	

At the level of all program participants, access is 11.6%. These levels change if they are crossed with the support for enterprises carried out by the program. In general, it is observed that the lowest percentages of access to financing are found in the participants whose enterprises were supported with seed capital and in participants that were not supported through the modalities of seed capital or brand positioning by PAR. The percentage of access to financing increases for ventures that were only supported with brand positioning (14.8%), and doubles when the venture received both types of support, reaching 1,281 ventures out of a total of 4,591 accessing new entities for financing, i.e. 27.9% of projects.

5.2 Partner Results

Next, we will present the results of the partners who actively participated in PAR, through linkages and continuous activities that allow the development of productive projects and a greater impact in communities. For this section, we will present the strengths and contributions that the alliances and the DecidoSer and InclusionEs tools have had in recent years, and in the same way the corresponding sections will have a qualitative support that allows for the voices of the actors involved to be heard.

Partners who form or strengthen alliances thanks to the assistance of PAR

533 partners have formed or strengthened alliances thanks to the assistance of PAR. Next, the results for the partners are presented, which will be disaggregated by type (executing and non-executing), based on a study universe of 139 executing and 532 non-executing partners, for a total of 671 partners.

At a general level, due to their relationship with PAR, 438 (65.3%) partners state that they have formed at least one new alliance with another organization, while 428 (63.8%) have strengthened at least one alliance.

Disaggregating by type, 119 (85.7%) executing partners achieved at least one alliance, while 319 (60.0%) non-executing partners achieved alliances. Regarding the strengthening of alliances, the figures are different by category of partners: 109 (78.6%) executing partners and 319 (60.0%) non-executing partners stated that they had strengthened at least one alliance, so it can be seen that even a smaller number of executing partners have greater capacity for training and strengthening.

Illustration 9 Formation and strengthening of alliances

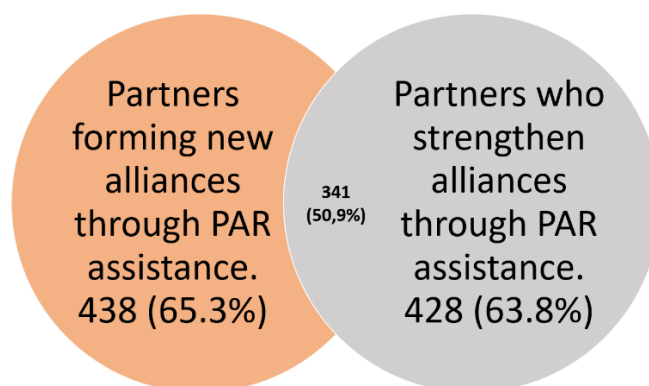
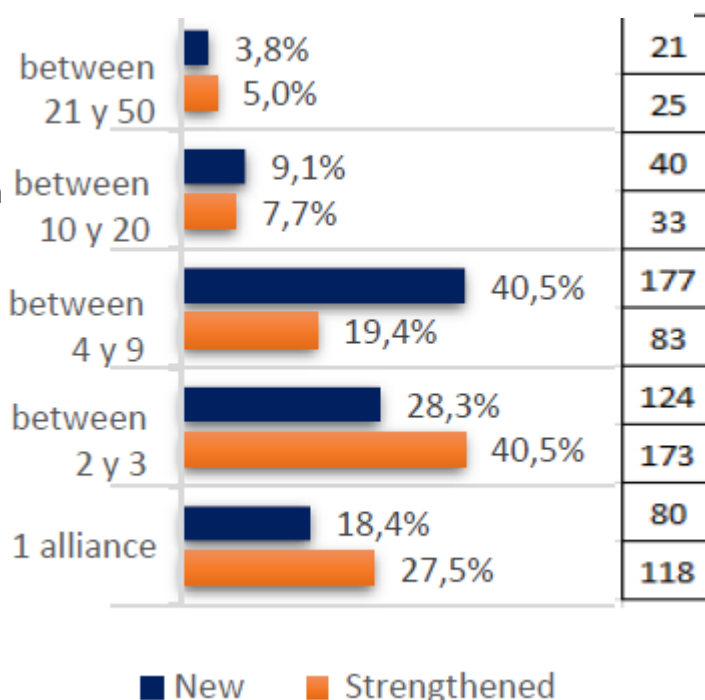


Table 26 New and strengthened alliances by type of partner

	Executive		Non-executive		General	
Partners forming new alliances	85.7%	119	60%	319	65.3%	438
Number of new alliances formed	778		1724		2502	
Average number of new alliances formed	6.5		5.4		5.7	
Partners strengthening alliances	78.6%	109	60%	319	63.8%	428
Number of alliances strengthened	459		1596		2055	
Average number of alliances strengthened	4.2		5		4.8	

On the one hand, 438 partners formed 2,502 new alliances, of which 381 partners report that they have formed between 1 and 9 alliances thanks to their relationship with PAR. 61 people achieved more than 9 alliances, and of these the largest number is between 4 to 9 new alliances with 177 partners. On the other hand, 428 partners managed to strengthen 2055 alliances, of which 374 partners report that they strengthened between 1 and 9 alliances, while 58 strengthened more than 9 alliances, which shows the difference between the concentrations of new alliances and strengthened alliances, with the former being greater; likewise, the more alliances formed, the greater the possibility of strengthening them.

Graph 9 Ranks of new and strengthened alliances



However, regarding the types of organizations with which alliances have been formed, 67.3% of the partners made new alliances with private organizations, 15.6% with civil society, and 11.4% with public entities. When disaggregating by type, the non-executing partners (73.3%) obtained more public alliances than the executing partners (51.6%), and on the contrary, the latter obtained more private alliances (32.3%) than the non-executing partners (3.3%). As for civil partnerships, the non-executing partners obtained more alliances (16.7%) than the executing partners (12.9%).

In this regard, the partners interviewed highlighted that ACDI/VOCA fulfilled the function of liaison between both public and private organizations, and that PAR and the activities carried out in the context of the program were the common thread and weaver of the construction of these new alliances and of the existing alliances, since working in the territories with an international cooperation organization is a guarantee of security, reliability and a clear purpose for the benefit of the communities. Therefore, these qualities are also transmitted to ACDI/VOCA's partner organizations.

The benefit of alliances between the public and private sectors has not been limited exclusively to organizations but has been expanding to community actors such as women, youth, the LGTBQ+ community, entrepreneurs, etc., who have working together to open spaces for dialogue, socialization of enterprises, production chains, job fairs, or community work for the economic, social, and collective empowerment of communities.

"Positive, the alliances, there is a giant strength in the initiatives, in the development of the initiatives of the population, as I was saying, 41 alliances were achieved that give a lot of sustainability, both to what was achieved in livelihoods with the boys and girls who achieved it, but also in the sustainability of the initiatives of the young Venezuelans and Colombians, which in turn allows them to remain integrated and continue developing processes to strengthen that integration." (Interview, EcoAnalítica, 2021)

Regarding the type of organization with which the alliances are created, the distributions are similar to the new alliances: in general, the partners strengthened alliances in 51.3% with private organizations, followed by 20.6% public and 17.4% of civil society. Breaking down by type, the executing partners managed to strengthen more public alliances (31.6%) compared to the non-executing partners (16.7%) and both groups strengthened their private alliances to a greater extent, the non-executing partners by 53.3% and executives by 45.6%. In turn, the partners also report having strengthened other alliances with organizations such as NGOs, international organizations, the cooperative sector, and mixed organizations.

Table 27 Types of organizations with which alliances were formed or strengthened by type of partner

Category	New Alliances						Strengthened Alliances					
	Executing		Non-executing		Total		Executing		Non-executing		Total	
Public	40	32.3%	11	3.3%	50	11.4%	36	31.6%	53	16.7%	89	20.6%
Private	64	51.6%	2. 3. 4	73.3%	298	67.3%	52	45.6%	170	53.3%	222	51.3%
Civil Society	16	12.9%	53	16.7%	69	15.6%	22	19.3%	53	16.7%	75	17.4%
Other	4	3.2%	21	6.7%	25	5.7%	4	3.5%	43	13.3%	47	10.8%

The main objectives of the new alliances were to support youth employment (22.8%), economic and commercial strengthening (22.8%), inclusion of migrants in the communities (19.2%), support for female employment (6.6%), followed by inclusion and social welfare with a differential approach (11.3%). We can see that the objectives focus on different issues, mainly in support of young people. The executing partners focused 25.8% on supporting the inclusion of migrants and 14.5% on social welfare, while the non-executing partners concentrated 26.7% on supporting youth employment and 26.7% on economic strengthening. On the other hand, the strengthened alliances maintain the first three main objectives of the new alliances, in this case 30.6% in support for youth employment, 20.1% economic and commercial strengthening, 14.4% inclusion of migrants in the communities, 8.8% support for women's employment, and 8.8% support for social welfare.

Table 28 Types of objectives established by alliances and type of partner

	New Alliances	Strengthened Alliances
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Category	Executing		Non-executing		Total		Executing		Non-executing		Total	
Support for youth employment	16	12.9%	85	26.7%	101	22.8%	26	22.8%	106	33.3%	132	30.6%
Economic and commercial strengthening	16	12.9%	85	26.7%	101	22.8%	3.4	29.8%	53	16.7%	87	20.1%
Support for the inclusion of migrants in the communities	32	25.8%	53	16.7%	85	19.2%	20	17.5%	43	13.3%	62	14.4%
Inclusion and social welfare with a differential approach	18	14.5%	32	10%	50	11.3%	10	8.8%	11	3.3%	21	4.8%

Strengthening and prevention with young people	8	6.5%	32	10%	40	9%	4	3.5%	32	10%	36	8.3%
Support for women's employment	8	6.5%	21	6.7%	29	6.6%	6	5.3%	32	10%	38	8.8%
Raising awareness of violence	14	11.3%			14	3.1%						
Training processes	2	1.6%	11	3.3%	13	2.9%						
Community and environmental intervention	10	8.1%			10	2.2%						
Community improvements							21	6.7%	6	5.3%	27	6.3%

Recovery of historical and cultural memory							11	3.3%	8	7%	19	4.3%
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Regarding the contribution made to new alliances, 44.3% of the partners report that they received support in the form of resources, followed by 41.1% who received training through information, 27.8% volunteers and 14.8% funds. Disaggregating by type of partner, executing partners report that resources were the main contribution of their new alliance (46.8%), while for the non-executing partners it was information (43.3%). In this regard, in the qualitative information collected, PAR's support in strengthening infrastructure with tools, inputs, equipment, materials, and new technologies such as information systems, was highlighted for the participants, who received not only one form of assistance from of PAR, but multiple forms of assistance. All these forms of assistance facilitated the optimization of internal administrative, accounting, and commercial processes, as well as the increase and improvement of production and commercialization.

At a general level, 42.7% of the partners state that the contribution of this strengthened alliance was resources, followed by 32.7% in information, 34% volunteers, and 14% in funds. Disaggregating by executing partners, these strengthened information more (40.4%) than the non-executing partners (30%), and these in turn improved their resources (46.7%) with respect to the executing partners (31.6%).

Table 29 Types of contributions by alliances and type of partner

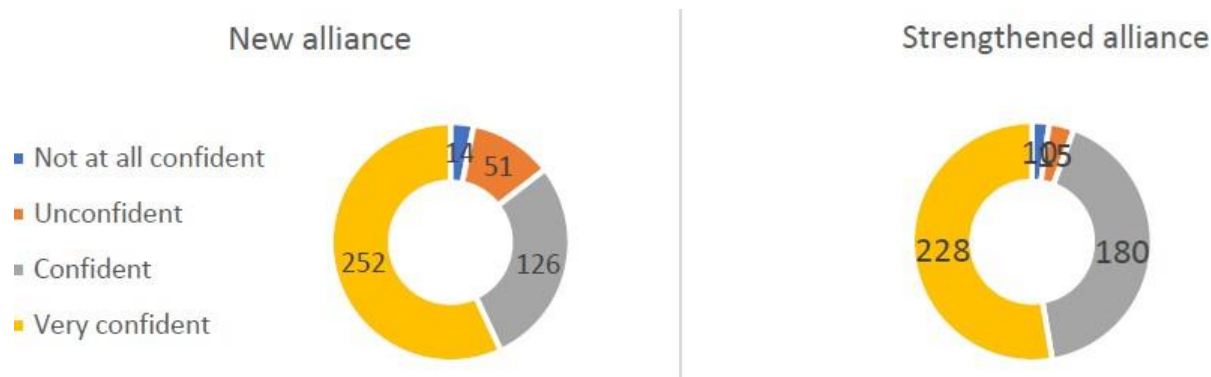
Category	New Alliances						Strengthened Alliances					
	Executing		Non-executing		Total		Executing		Non-executing		Total	
Volunteers	38	30.6%	85	26.7%	123	27.8%	30	26.3%	117	36.7%	147	3. 4%
Funds	3.	27.4%	32	10%	66	14.8%	18	15.8%	43	13.3%	60	14%
	4											
Resources	58	46.8%	138	43.3%	196	44.3%	36	31.6%	149	46.7%	185	42.7%
Information	44	35.5%	138	43.3%	182	41.1%	46	40.4%	96	30%	141	32.7%

Although the partners have had good relations with their alliances in fulfilling their objectives, it is important to explore the level of trust that they have between organizations and PAR partners, to preserve in future years as many projects as possible, so 378 (85.4%) partners consider themselves confident and very confident that the new alliances will continue, while 65 (14.6%)

are slightly or not at all confident. More than half of all the non-executing partners (63.3%) are more confident than the executing partners (40.3%) in achieving joint objectives, showing a gap of 23 percentage points, which can affect how alliances continue or are strengthened.

Compared to new alliances, trust increases in strengthened alliances: 96.7% of the partners are between confident and very confident that the strengthened alliances will continue, while 3.3% are not very or not at all confident.

Graph 10 Level of trust by alliance



In general, for the new alliances, 426 (96.2%) partners agree that the greatest result has been the social benefit that has been generated thanks to participation in PAR, then 135 partners consider the financial benefit to be more important and 128 (28.8%) the direct benefit to the organizations. Other additional benefits are the administrative organizational development and the improvement in communication activities. On the other hand, regarding the strengthened alliances, 344 (79.6%) partners agree that the greatest result has been the social benefit that has been generated thanks to the participation in PAR, and 144 (33.3%) people found a benefit in financing and 18.7% people found a direct benefit to organizations.

Table 30 Benefits of alliances and type of partner

Category	New Alliances						Strengthened Alliances					
	Executing		Non-executing		Total		Executing		Non-executing		Total	
Financial benefit	40	32.3%	96	30%	135	30.6%	38	33.3%	106	33.3%	144	33.3%
Social impact benefits	117	95.2%	309	96.7%	426	96.2%	99	87.7%	245	76.7%	344	79.6%
Benefits from other organizations	32	25.8%	96	30%	128	28.8%	28	24.6%	53	16.7%	81	18.7%

Other benefits	0	0%	74	23.3%	74	16.8%	6	5.3%	64	20.0%	70	16.1%
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In this regard, the interviewed partners highlight that the new and strengthened alliances have contributed to the strengthening of business, sales and marketing, through the creation of web marketing platforms and commercial spaces for the socialization of experiences. This has allowed tourism initiatives, farmer's markets, artisan women's markets, productive projects, etc., to access scenarios for dissemination, training and modernization of their businesses and enterprises. However, it is not only the alliances in favor of entrepreneurship that stand out, but also those alliances with a social impact that promote the development of projects and policies that guarantee the rights of communities and populations in vulnerable situations and that build participatory spaces.

Partners who form collaborative structures with communities to establish community networks that contribute to self-sufficiency and sustainability

Number and formation of collaboration structures between PAR executing partners and communities to establish community networks that contribute to self-sufficiency: 413

At a general level, 413 (61.5%) partners state that they have formed structures, platforms or collaboration projects with the communities to promote social impact and self-sufficiency thanks to the alliance with PAR and 170 (25.3%) partners mention that they have not formed structures. Disaggregating by type of partner, 93 (67.1%) of the executing partners formed structures compared to 319 (60%) of the non-executing ones, or a difference of 7.1 percentage points. In terms of the number of structures, 332 (78%) partners have formed between 1 and 3 structures, platforms or collaboration projects with communities to promote social and self-sufficiency impacts, 56 (15.0%) managed to form between 4 and 7 structures and 25 (8.0%) achieved 8 or more through their organization. Regarding these formed structures, 381 (92.4%) partners are between confident and very confident that these structures will continue after 2021 and 31 (7.6%) partners are somewhat or not at all confident. In this regard, 298 (43.3%) of the non-executing partners have higher levels of trust than the 83 (38.3%) executing partners.

In the qualitative information collected, it is evident that one of the most recurrent reasons for which the partners affirm that there could be difficulties in sustaining collaboration structures is due to the lack of

Graph 1 Partners that form structures, increase participation in the community and financial

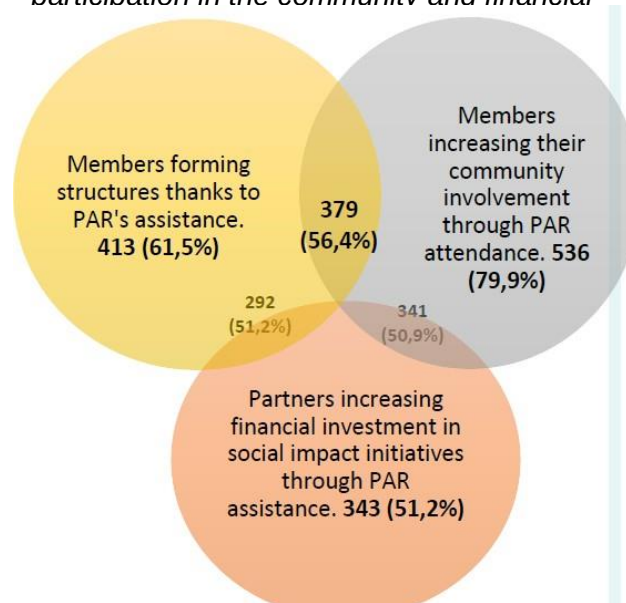


Illustration 10: Linking, investment and formation of structures

financing provided by PAR, because once these resources are lacking, it will be difficult for the partners to continue carrying out joint actions and activities without sufficient resources.

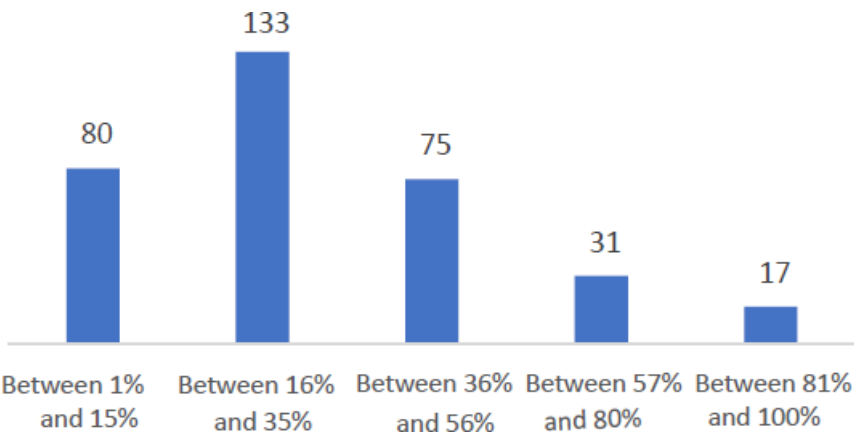
536 organizations have increased their involvement in the community / civil society organizations / initiatives / events thanks to the assistance of PAR.

At a general level, 536 (79.9%) members consider that they have increased their organization's links with the community, civil society or other social impact initiatives thanks to the assistance of PAR and 38 (5.6%) stated that PAR did not influence the increase in the connection with the community. Of the 38 partners who perceive that PAR did not influence the increase in the link with the community, 32 (84.3%) state that they have greater participation in the community, but not thanks to PAR, the other 4 (10.5%) state that they have maintained high participation and the remaining 2 (5.2%) maintained low participation. In terms of the type of partners, 121 (87.1%) executing partners receive this increase, while the same perception is received by 415 (78%) non- executing partners.

343 partners increased financial investment in social impact initiatives.

At a general level, 343 (51.2%) partners affirm that thanks to their relationship with PAR they increased their organization's investment in social impact initiatives, 211 (31.5%) mentioned that PAR did not influence their investments and only 11 (1.6%) people perceived that the investment decreased, however, it should be noted that 106 (15.8%) did not know if there was any change. Delving deeper into the partners who perceive that PAR did not influence, 104 (49.1%) state that they increased their investment, but not thanks to PAR, another 57 (27%) who kept their investment low and the remaining 49 (23%) also maintained high investment. When observing by types of partners, there was a gap of 36.4 percentage points, since 109 executing partners perceive that the investment increased while 234 non-executing partners conceive said it increased.

The data regarding the partners who increased their investment show a difference in favor of a high investment: 217 (61.3%) consider that the change in investment can be located between high and very high, and 137 (38.7%) partners perceive that it is low and very low. The difference is also significant when looking at the data by type of partner, 10.9 percentage points more executing partners perceive the change in investment as high compared



Graph 3

to non-executing partners. Regarding the degree of change of the investment, the partners complemented their estimate by means of a percentage attributed by themselves, against which it was obtained that 133 (43.8%) partners affirmed that the increase was between 16% and 35%, followed by of 75 (21.9%) partners who increased their investment between 36% and 56% and finally, 48 (15.1%) partners considered a change greater than 57%.

According to the interviewed partners, the strengthening of alliances due to PAR has contributed to the increase in investment in social impact initiatives. Some of the initiatives that were mentioned in the FGs and interviews were the strengthening of infrastructure to promote entrepreneurship and the strengthening of small producers and enterprises. Subsequently, social impact initiatives related to projects and/or public policies focused on marginalized populations such as women, youth, migrants, and the Afro population were highlighted.

"And what was also sought was that the strategy be known and that those women who were trained would have a future participation in the house of empowered women. Before arriving in the territory, it allowed entities such as the Presidential Council for Women's Equity to invest in women from different municipalities because it is a strategy in alliance with the Presidential Council." (Interview, EcoAnalítica, 2021)

Table 17 Partners that form structures, increase links in the community, form alliances with financial institutions by type of partner

Category	Executing		Non-executing		General	
Partners forming structures	60%	93	67.1%	319	61.5%	413
Number of structures created	492		809		1301	
Average number of structures created	5.3		2.5		3.2	
Partners increasing community outreach	87.1%	121	78%	415	79.9%	536
Partners that increase financial investment in social impact initiatives	78.6%	109	44%	2. 3. 4	51.2%	343
Partners that form alliances with institutions that provide financial education	14%	74	31.4%	44	17.6%	118
Number of partnerships with financial institutions formed	79		85		165	
Average number of alliances formed with financial institutions	1.1		1.8		1.4	

Number of alliances with institutions that offer financial education to vulnerable entrepreneurs, developed thanks to the assistance of PAR: 118.

Regarding the financial education that they received within the framework of the alliances to consolidate and carry out projects that did not have future projects due to problems in the decisions, 118 (22.6%) partners developed alliances with financial education institutions; it is essential to highlight that 148 (22%) partners do not know if they have reached or achieved an alliance, which could be a future risk if they think of establishing dialogues for common objectives. When disaggregated by type of partner, 44 (31.4%) executing partners developed this type of alliance compared to 74 (14%) of the non-executing partners. 54.5% of the partners established alliances with a financial institution, followed by 31.8% with 2 and the non-executing partners achieved 85.7% and 14.3% respectively, and between 6 and 30 alliances with institutions, while only 5% of executing partners achieved a common objective.

Levels of agreement on aspects of the alliance and support for the achievement of objectives

*Percentage of partners who perceive a level of agreement with PAR on common objectives and have expectations of mutual benefit: 89.9%

*Percentage of partners who perceive a level of agreement with PAR on satisfaction with the commitment, dedication to the relationship and the dedication of others to the objectives of the association: 91.5%

*Percentage of partners who perceive a level of agreement with PAR on a mutual belief in the truthfulness, competence and reliability of each partner: 94.9%

*Percentage of members receiving a PAR contribution to the organization's progress in achieving the association's business and development objectives: 69.7%

In this section, we present results related to the levels of agreement with PAR that the partners perceive regarding different aspects of the alliance, as well as the impact of the program on the achievement of the organization's own objectives.

Table 18. Levels according to PAR received by partners by type of partner

	Executing				Non-Executing				General			
	Very high level	High-level	Low-level	Very low level	Very high level	High-level	Low-level	Very low level	Very high level	High-level	Low-level	Very low level
To what extent did you feel that your organization and PAR shared common	62.9%	34.3%	1.4%	1.4%	40%	48%	8%	2%	44.7%	45.2%	6.6%	1.9%

goals and had mutually beneficial expectations?	87	48	2	2	213	255	43	11	300	303	45	13
To what extent did you feel that your organization and PAR shared satisfaction with the level of commitment, dedication to the relationship, and dedication of others to the association's goals?	65.7%	31.4%	2.9%	0%	40%	50%	2%	2%	45.3%	46.2%	2.2%	1.6%
	91	44	4	0	213	266	11	11	304	310	15	11

To what extent did you feel that your organization and PAR shared a mutual belief in the veracity, competence and trustworthiness of each partner?	58.6%	40%	1.4%	0%	40%	54%	2%	0%	43.8%	51.1%	1.9%	0%
	81	56	2	0	213	287	11	0	294	343	13	0
	55.7%	35.7%	2.9%	1.4%	22%	42%	10%	10%	29%	40.7%	8.5%	8.2%

To what extent did PAR provide support, beyond financial resources, that helped accelerate your organization's progress towards achieving the association's business and development objectives?	77	50	4	2	117	223	53	53	194	273	57	55
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Considering that for the first three measurements, the high and very high level qualifications exceed 80% of the partners, it can be affirmed that PAR has successfully developed alliances in which the counterparts perceive the existence of common objectives and a relationship of commitment and mutual dedication. Likewise, 67.7% of the partners affirm that this alliance has allowed their organization to progress towards the achievement of the association's commercial and development objectives through support that goes beyond financial resources.

In the first place, 89.9% of partners perceive a good level of agreement (between high and very high) on the objectives and expectations between their organizations and PAR, while 8.5% of partners rate that the level of agreement is low or very low. In this aspect, there are 22.9 percentage points more executing partners who perceive a high level of agreement compared to non-executing partners. Secondly, 91.5% of partners consider that they share PAR's satisfaction (high and very high levels) with the level of commitment and dedication between their organizations, while 3.8% of partners consider that satisfaction is at low levels.

Disaggregated by type of partner, while 65.7% of executing partners perceive a very high level of satisfaction, 40% of non-executing partners fall into this category, which is a gap of 25.7 percentage points. In third place, 94.9% of the partners perceive a good level of agreement (between high and very high) on the mutual belief in truthfulness, competence, and reliability between their organizations and PAR, while only 1.9% qualifies this mutual belief as low level. Between executing and non-executing partners, there is a gap of 18.6 percentage points if the "very high" levels are compared: while 58.6% of the executing partners rate this mutual belief at a "very high" level, compared to 40.0% of non-executing partners. Finally, 69.7% of the partners perceive that PAR provided significant support (between high and very high), beyond financial resources that helped accelerate your organization's progress toward achieving the association's business and development objectives. In contrast, for 16.7% of the partners, the support for the achievement of objectives had a low or very low level. Regarding this support, there are 33.7 percentage points more executing partners who perceive a high level of support for the organization's progress than non-executing partners.

In this regard, although the qualitative information is not disaggregated between executing partners and non-executing partners, the interviewees highlighted the ease of coordination of work with ACDI/VOCA in PAR. For example, they indicate that the methodologies for planning

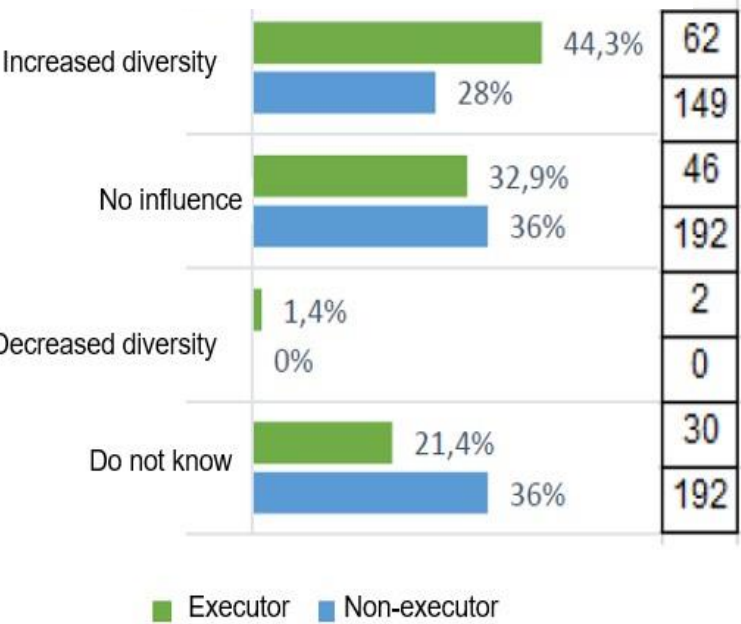
and monitoring activities that PAR and transferred to the partners have influenced the adequate development and execution of the activities carried out, achieving the goals and objectives agreed upon. Some of the results highlighted by the partners due to the joint work with PAR have been: the strengthening of productive projects and ventures, the strengthening of soft skills, increased labor relations, creation and strengthening of commercial and institutional alliances, strengthening of vulnerable populations like youth, migrants, Afro and indigenous communities, victims of the armed conflict, and others.

Partners who report an increase in diversity in the company due to their participation in PAR and an improvement in the work environment thanks to this increase

*Number of organizations that report an increase in diversity in the company: 211

In general, 211 (31.4%) partners report that the diversity of the company increased due to the link with PAR, 237 (35.3%) said that it did not change, 2 (0.3%) said that it decreased, and 221 (33%) partners do not know if there were changes. In the case of executing partners, more saw increased diversity (44.3%) than non-executing partners (28.0%), while slightly more of the latter reported that PAR had no influence. Analyzing the reasons why they perceive that diversity did not increase due to PAR, 151 (63.6%) partners mentioned that they maintained high diversity followed by 61 (25.8%) people who increased diversity, but not thanks to PAR, however, executing partners maintained their diversity 12.8 percentage points more than non-executing partners, and these in turn increased their diversity by 2.4 percentage points more without the need for PAR support. Overall, 209 (99.1%) partners think that the work environment has improved due to the increased diversity in the company, which is reflected in 60 (100%) of the non-executing partners and 149 (96.8%) of the executing partners.

Graph 12 Diversity in partner companies



Representatives of territorial governments who consider that PAR contributed positively to the development of public reconciliation initiatives

In general, 45 (100%) representatives consider that PAR has contributed positively to the development of public reconciliation initiatives, of which 13 (28.3%) rate them at the highest level. Disaggregating by type, 2 (100%) executing partners agree with the positive contribution at the highest level, while for non-executing partners this is 11 (25.7%).

According to the qualitative information compiled, the public reconciliation initiatives in which PAR has contributed have had an impact on the social relations of partners and participants. Both in the FGs and in the KIIs, public reconciliation initiatives aimed at strengthening young people and initiatives to strengthen small producers stand out. Likewise, other reconciliation initiatives were aimed at strengthening women victims of the armed conflict, territorial and community strengthening, and the implementation of collective training spaces.

Those collective spaces, for training, will always be spaces that guarantee safe zones first and the whole process of reconciliation and social transformation second. Because in one way or another it is there where we interact with the community with other people and where multiple actors and thoughts interact. (EcoAnalítica, interview, 2021)

As indicated in the previous quote, the creation and strengthening of community spaces that involve women, youth, and others, generates the construction of a diverse and broad social fabric based on respect for difference. It encourages the dialogue of particular perspectives and discourses that meet and converge to continue strengthening the community and its members.

Representatives of territorial governments who consider that PAR contributed to confidence in local governments

At a general level, 34 (76.1%) representatives consider that PAR contributed to building trust with local governments, and 11 (23.9%) disagree with the contribution made. The 2 (100%) executing partners said that they agree with the trust generated, while the non-executing partners are divided into 11 (25%) totally in agreement with the contribution, 21 (50%) in agreement, and 11 (25%) who disagree with the contribution made.

Public actors play an important role in the development of reconciliation initiatives, whether or not this role generates an improvement in the public's perception of these actors. In this regard, in the interviews and FG with respect to the private sector actors, they indicate that there is a greater articulation between the private sector and the community and, likewise, the creation of alliances stands out.

Regarding the public sector, they indicated that PAR had no influence on trust in institutions, or did not improve such trust, but only increased trust with some public institutions. Likewise, the interviewees and participants of the FGs mentioned that there was an increase in the confidence of the local government, but in some cases, there is only evidence of an increase in confidence on the part of the population benefited or directly impacted by PAR. However, with respect to confidence in national projects, the increase was not as significant.

“For the beneficiary communities, trust increases because tangible and palpable results are seen. And that is the objective that people trust that state entities have the capacity to transform territories and reality, but let's say that to be sincere and honest, this trust increases in our target populations in our country and in our society, there has always been a view that the public sector is synonymous with corruption.” (EcoAnalítica, interview, 2021)

Partner experience with recruiting PAR participants

2907 PAR participants were hired by different companies.

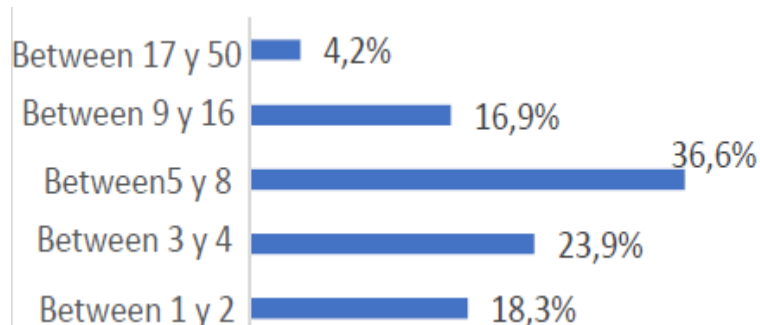
The percentage of employers who show satisfaction for having hired PAR participants: 99.4%
86 (30.2%) companies reported cost reductions (changes in profits) thanks to the hiring of PAR participants.

In the following section, the results of the partners hiring PAR participants will be explored, we will observe their hiring process, and we will observe the levels of partner's satisfaction with their new employees and the economic impacts on their organization.

First of all, it is important to provide a context on unemployment in Colombia, since in 2021 the percentage of unemployment was 11.8%, a figure lower than the data for 2020, which closed at 15.9%, although according to the DANE these figures in the main cities were higher¹⁶. However, when disaggregating the information by one or more personal and

sociodemographic characteristics, it can be seen that the vulnerability

around labor formality faced by several people from multiple sectors can be complicated insofar as they belong to certain groups. The sector of people with some type of disability were the most affected by unemployment, close to 70%, followed by the victims of the armed conflict (35%) and then the Afro-descendant and indigenous populations (19%)¹⁷. Therefore, the impact of PAR project partners during the contracting exercises in the areas involved in the development of the project as communities, institutions, and companies seek to change their perceptions, behaviors, and attitudes towards other groups can be considered a determining factor for the economic impact of people and economic organizations.



Graph 13: Number of people hired

To continue, it was found that 325 (48.4%) partners hired 2907 PAR participants, distributed in 768 participants hired by executing partners and 2,139 for non- executing partners. In general, 78.8% of the partners have hired between 1 and 8 people due to the assistance of PAR, while 21.1% hired more than 8 people. The highest frequency is concentrated in 36.6% of the partners with contracts between 5 and 8 people.

In the qualitative information collected, some partners said that due to working with PAR, their organizations had had to increase their workforce to fully fulfill their tasks, due to the broad demand of their lines of business, however, these personnel hirings were not maintained, because organizations do not always need the same labor force. It is noteworthy that these organizations hired PAR participants. Likewise, many of the interviewees indicated that PAR

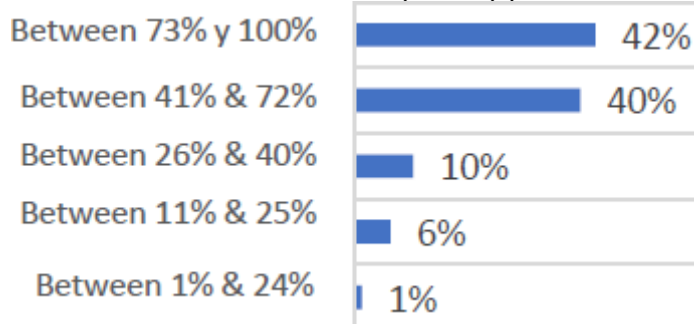
¹⁶With an indicator of 18.2% from the largest cities in Colombia: <https://www.portafolio.co/economia/tasa-de-desempleo-en-colombia-2020-dane-548662>

¹⁷ The data is gathered from the Inclusive Employment Model for vulnerable populations carried out by USAID, ACDI/VOCA, ANDI and Fundación Corona.

has not influenced the hiring processes or workforce growth processes because they do not need to increase their current staff or because the organizations already have established hiring and human talent policies that were not influenced by PAR.

“No, no ma'am. Because the federation of coffee growers has policies regarding the hiring, recruitment or retention of personnel and they already have them established and have not changed them” Interview, EcoAnalítica, 2021

Now, of these new hires, 282 (89.7%) partners achieved a PAR participant retention rate of



greater than 1%, while 32 (10.3%) failed to keep their new hires. In this group of partners that maintain PAR participants, 42% have achieved a retention rate between 73% and 100%, followed by 40% that maintain between 41% and 72% of their new contracts, and 16% achieved a retention rate between 11% and 40%. Of its new workers, 138 (42.5%) of the partners are very satisfied

with the incorporations due to the assistance of PAR. When disaggregating it, it is observed that the executing partners present the highest level of satisfaction - greater by 29.4 percentage points: while 62.7% of the executing partners are at the very satisfied level, 33% of non-executing partners at the same level. In this sense, the executing partners are very satisfied with the incorporations while the non-executing partners are satisfied.

Regarding the effects on profits, 183 (64.5%) partners reported that it has not influenced profits through cost reduction and for 86 (30.3%) partners, cost reduction was achieved. Additionally, 15 (5.2%) of partners perceive that they have decreased. Breaking down by type of partner, the non-executing partners perceive 9.4 percentage points more than the executing partners that the new workers have influenced profits by reducing costs.

Adoption of methodologies

Members who consult the website (DecidoSer) and have adopted the methodology

In general, 217 (57.6%) partners have consulted the DecidoSer website, of which executing partners visit it 23.8 percentage points more than non-executing partners. However, 288 (71%) partners have carried out their own DecidoSer sessions or activities, of which the executing partners adopt 17.7 percentage points more than the non-executing partners. 347 (88.3%) partners plan to continue using DecidoSer for the future while 15 (3.7%) will not continue using it. Among the reasons they mention for this is that, due to the lack of resources and alliances to execute the program and that there are methodological differences, 7.9% are still not sure about continuing with DecidoSer. The partners report that only 16.2% have trained other organizations to use the program, of which 45% have trained between 1 and 3, 20% between 4 and 6, 25% between 7 and 12, and 10% have trained more than 12 organizations.

The quantitative results regarding the use of DecidoSer coincide with the qualitative findings, since most of the interviewees expressed that they do plan to continue using this methodology, and some showed interest in transferring this methodology to other projects, due to the good

effects it had on participants within the same allied organizations. However, some entities stated that, although there was an interest in continuing to use the tool, they need more support to be able to continue with its implementation, since the physical materials can be replicated and the training is appreciated within the organizations. However, they require protocols and greater skills to address the DecidoSer issues so that they can replicate the success of PAR's advanced work, and in addition to the different topics offered by the strategy, their knowledge is reduced to field experience. While it is important to note that there is a condition in which organizations seek to adapt the tools according to their interests, which coincides with the appropriation described in La Tercera Mirada¹⁸, it is also important to clarify that people's feelings about DecidoSer in the present research are oriented towards the awareness of the tool and the different results in relation to customs, behaviors, and beliefs rooted in the communities, which is why we seek to consolidate learning through organization or community freedom. Once again, it is vital to take up the document of the third perspective, as it assumes inclusive aspects that are explicitly preferred, although not under the name of DecidoSer.

"Of course, the things that one repeats become a habit, if one stops using them, they can be erased, although it is difficult with things that generate impact, but if they come with an update or other issues that were not addressed as much then they can be expanded - we manage only about two and there are more than twenty topics in DecidoSer". (EcoAnalítica, Interviews, 2021)

On the other hand, the partners who reported that they would not continue using this methodology did so for reasons such as not having the resources, tools, time, and suitable personnel to continue implementing it independently of the organizations, and they also need to complement the work that was developed in the current intervention.

"We could not implement it alone because it is a methodology that they have, some tools, psychologists and people that, although the information was received, we could not replicate it" (EcoAnalítica, Interviews, 2021)

387 Partners with more inclusive policies, practices or models thanks to PAR assistance

Of the general total, 387 (68.1%) partners, due to the alliance with PAR, have adopted or expanded some policy, practices, innovations, or models that promote equity or inclusion, of which the executing partners adopt 9.9 percentage points more than the non-executing partners. Of the 181 (31.9%) partners who have not adopted any policy or practice, 37.1% state that it is because they manage an adapted program, followed by 33.8% who do not affect their organization, and 14% mention that it is not applied due to methodological differences.

Table 31

		Executor		No executor		Total	
Adopts inclusive practices or policies	Yes	99	75,8%	287	65,9%	387	68,1%
	No	32	24,2%	149	34,1%	181	31,9%

¹⁸Social Appropriation Report from the Program for Social Change DecidoSer –ACDI VOCA, La tercera Mirada 2021

From the results obtained by the partners who have adopted a policy or practice, we find that 37.9% focus on ethnic and gender differential work, 22.2% on family work programs and local contexts, and 17.3% on the incorporation of migrants and people in vulnerable situations. 51.5% of the partners have observed other organizations copying this type of policy, of which 50% have seen between 3 and 5 organizations. Of the organizations that the partners have observed, we note that 64.4% of these are private, 26.5% are from civil society, and 8.7% are public organizations. Disaggregating by type of partner, we find that the non-executives observed 34.4 percentage points more private organizations copying their initiatives, while for the executing partners said they observed 28.4 percentage points more civil societies. Of the policies, practices, technologies, innovations, and models they said were copied, 47.9% were inclusion and training with a differential approach, 17.5% focused on optimization, and 11.5% were on the establishment of DecidoSer, digital tools, and psychosocial support.

On the other hand, in the qualitative results, it was found that the assistance of PAR has had an impact on the way in which the allied organizations work. Thus, ACDI/VOCA as a mediator and intermediary between actors plays a fundamental role, as well as in the positive influence it imprints on PAR partners in the adoption of public practices and policies.

Due to the assistance of PAR, the partners have adopted initiatives and practices in the way of working of the organizations, since the implementation of PAR methodologies in their work, as well as the adoption of practices related to administrative and accounting activities and processes through technical assistance activities provided by PAR. Additionally, they highlighted the support that PAR provided in the creation of public policies on gender, youth, LGBTIQ, and the Afro population, among others, as indicated below:

“They have also helped us with the implementation of the LGBTIQ public policy, that there were two people belonging to this group who are the ones who are feeling what is happening with them, and then that kind of implementation took place, and the product is ready to be passed on to the council.” (EcoAnalítica, interviews, 2021)

According to what was expressed by the interviewed partners, these practices or policies implemented due to the assistance of PAR have a sustainable character in many cases, since many of these were reaffirmed in the work of the organizations due to the fact that the employees have acquired and internalized said knowledge and, additionally, many of these practices and policies have manuals and supporting documents that allow these tools and processes to be transferred and shared with other people. It should be noted that the partners highlighted DecidoSer as a practice or policy implemented in their organizations thanks to PAR. However, regarding its sustainability, many partners expressed that there is no clarity about continuing to use it without the support of PAR, mainly due to issues of authorship and permissions of use by ACDI/VOCA.

Finally, some of the interviewees indicated that PAR had no influence on the practices or innovations of their organizations. In some cases, it is due to the lack of flexibility of statutes and policies or internal manuals of the organizations that do not allow changes in them easily, and in other cases it has been assumed that the projects have inclusive grassroots practices due to the territory. The social reason for the projects or previous commitments and intentions of the people in charge, as evidenced in Buenaventura or Maicao, where the location of the people has led the partners to have in their firms a value and respect for difference, recognizes that receiving PAR agents and others is also part of the inclusive projects.

"It is that we are practically an inclusion, some collaborators come from a village, they did not have anything at the time and we called them to be part of the work; in this group there are mainly women heads of household." (EcoAnalítica, Interviewers, 2021)

Partners using/implementing InclusionEs in their projects¹⁹

Faced with the challenge of supporting the vulnerable communities found in the territories in which PAR is currently being developed, ACDIVOCA has developed InclusionEs as an action program around the generation of organizational spaces that are adapted beyond the workplace and designed on the basis of inclusion, equity and diversity. Therefore, any type of organization that wants to improve its standards of quality, profitability, and reputation can see in this program a way to comply not only with jurisprudential calls regarding exclusion, but also build pleasant, safe, daily environments that enhance the productivity of the actors in the context.

It is vital to clarify that InclusionEs, like DecidoSer, has a roadmap in which moments of awareness, conceptual, technical, and regulatory framing are carried out, to end with the consolidation of products that contribute to the differential and reconciliatory approach of PAR, as well as to the development of new projects.

That said, 27.5% of the partners state that they have been trained with the InclusionEs program; disaggregating by type of partner, 56.5% of the executing partners were trained compared to 20% of non-executing partners, or a difference of 36.5 percentage points%. Of these partners who claim to have received InclusionEs, 96.4% of them have implemented it quite or a lot in their projects while only 3.6% have implemented it little or not at all. In accordance with the above, in the qualitative findings, most of the PAR partner organizations interviewed stated that they had not received the InclusionES strategy as part of the activities developed within the framework of the program. The organizations that did adopt the strategy mentioned that they carried out activities related to a differential and gender approach, to respond to the specific needs of each entity. Regarding the results perceived by the interviewees thanks to these activities, the training of public officials for inclusive attention and treatment according to the needs of the population stands out.

"We empower people to have clear courses of action - we have an LGBT liaison, a gender liaison with a women's office, and a liaison for Afro-descendant communities. We also have an interlocutor for indigenous communities, all these people are trained by PAR and ACDI/VOCA to be able to have a clear route of attention for when we face challenges in attention with them and to establish clear routes for gender-based violence, sexual violence, and others that could be established; ACDI/VOCA did this for us last year." (EcoAnalítica, Interview, 2021).

Regarding the partners who consider the DecidoSer and InclusionEs training as a unit, there are different appreciations of the instruments, however, the general opinion developed in the FGs is that the training provides opportunities for life and for different contexts, in addition they think of themselves as people who are subject to detachment from their current project and therefore the preparation of resumes, the construction of a profile based on the capacities of each one will allow them to access future employment or to lead future projects.

¹⁹ This metric includes all partners in the sample who claimed to have been trained in InclusionEs and does not take into account the administrative record provided subsequently in which 3 partners reportedly received InclusionEs.

“I feel that it contributed to us and helped us discover how to make decisions in many moments, although we had a certain idea, perhaps the motivation or clarity was lacking, deciding things for ourselves, besides this course is very important because one has more confidence to go to an interview or for a place to appear” (EcoAnalitica, Focal Groups, 2021).

In other cases, the tool, such as the project headed by ACDIVOCA, generated a positive impact to the point that it has become a significant process for partners, participants, and even the PAR work team, so they consider that there should be a follow-up of the employment processes or community projects, even when the work led by PAR has come to an end. In some cases they refer to a commitment that has been built with the actors of the territory, which constantly requires strengthening networks and leverage for new processes. Other cases refer to the consolidation of the skills that people apply in their daily lives that allow them to strengthen their professional and work lives.

“As a work team, although we have already dispersed because we are working on other processes, we always try to be aware of what we have left to continue attending, so we see that there are psychologists who are still aware, so we have a direct social commitment. quite strong.” (EcoAnalitica, Focus Groups, 2021)

6. Conclusions

General

At the global level of program results, the joint work between the participants from the territories and the people in charge of PAR have contributed to creating a path towards reconciliation based on local, personal, and cross-cutting transformation of the different groups involved, in order to achieve a harmonious transformation in which people have the future tools to sustain the process from within their community. In addition, one of the main strengths of the program is found in the quality of the alliances for reconciliation, including the adoption by participants and partners of methodologies or practices, which allows for expanding the area of influence of the organizational and daily contexts, resulting in the well-being of individuals and households and their capacity to change perceptions, attitudes and behaviors, the positive messaging strategy, and their ability to impact social relations in terms of reconciliation.

- Continuing with the results due to strategies, the quantitative and qualitative metrics captured in this report show key results and impacts that have improved the living conditions of the community populations intervened in by the Alliances for Reconciliation Program. For first consideration, the process and the evaluation were carried out at an atypical moment due to the public health contingency caused by COVID-19, which is reflected in some of the experiences highlighted in the qualitative evaluations. Therefore, the activities and results of the ongoing projects of the participants may present positive changes in the near future due to the vaccination plans and economic reopening, as well as other public health measures that have been carried out between 2020 and 2021, and future measurements carried out in the territory may have a significant impact for ACDI/VOCA. Second, the population of participants is varied, their level of involvement in the projects differs, and their expectations are not necessarily associated with the scope of the intervention, which affects the reporting of the results or the changes they obtained as a result of their participation in the program.

Partners

Alliances and Reconciliation

- Considering that the construction of alliances based on the program's reconciliatory approach is fundamental, since, according to the theory of change, these will generate more awareness and more social and economic opportunities that will strengthen reconciliation, and the analysis of the quality of such alliances is key in this evaluation. In this regard, it can be seen that PAR achieved a high level of quality in its alliances for reconciliation with the program's partners, which was manifested in the fact that a large proportion of the partners generated or strengthened new alliances with other organizations, developed collaborative structures, increased their linkage with their environments, and evidenced high levels of agreement between the partner and PAR regarding common objectives, levels of commitment, and mutual trust of the alliance with PAR.
- Within the framework of the quality of the alliances, it is also important to consider that they are developed from the program's reconciliatory approach. Thus, consistent with the quality of alliances for reconciliation, the program achieved high adoption by partners of the program's cross-cutting tools, such as DecidoSer and InclusionEs.

Implementing and non-executing partners

- Among the group of PAR partners, better results are observed for executing partners (81.1%) compared to non-executing partners (73.4%). In the consolidation of associations, implementation of tools and innovation as evidenced by the metric associated with DecidoSer is consistent when considering that PAR develops a closer working relationship with the executing partners, which implies that in this type of partner there is a greater ownership and commitment to the projects, as well as a greater sense of responsibility for the results. All these aspects favor higher levels of program results with this type of partner.

Partners and recruitment

- In comparison to the group of partners, some of the expected results have lower levels of achievement. First, the number of partners who report an increase in diversity in the firm and the number of partners who have hired PAR participants. These results should be analyzed in the context of partners, given that organizations have hiring policies and practices whose dynamics are more or less resistant to change. This can be seen in the fact that since the 2010s, the Ministry of Labor and the Employment Service office have organized programs and increased efforts to ensure that labor markets recognize and adapt their hiring systems for the population with some differential conditions, including people with disabilities (PwD); for the current four-year period from 2018-2022, the goal set out in the NDP is to place 6,600 people in jobs, so a change of over 50% in PAR projects are positive in terms of the context. Secondly, the number of partners that establish alliances with institutions that offer financial education to vulnerable entrepreneurs, developed thanks to PAR's assistance, implies the satisfaction of a very specific need (financial education to vulnerable entrepreneurs) that not necessarily all

PAR partners have, so a low percentage in this aspect does not necessarily imply a shortcoming in the program's results.

Participants

- Participation in the program generated an increase in participants' individual well-being and in the well-being of their home; one of the bases of this is that people were able to generate and consolidate different social ties and strengthen their enterprises. Even so, a percentage of the participants stated that PAR had no influence on their well-being during the execution of the program, but during the same period they noticed an improvement in their well-being, and many others consider that they maintained a high level of individual well-being. Therefore, it is recommended that variables such as previous participation with PAR, indirect benefits due to links with participants in previous years, or interventions conducted by other territorial organizations, be taken into account for future measurements and interventions.

Trust

- Participation in the program during the last two years, after carrying out the barometer of reconciliation, has allowed for more and better relations of trust between the different actors of the territory. The active participation of those involved in local governments and civil society organizations have favored results in the development of productive projects by participants and people close to them. However, these perceptions are located in known environments, which is why it is important to expand the circle of action of the entities and organizations to cover the different rural and urban areas of Colombia.

Perceptions, behaviors, attitudes and influence

- During the program's validity since 2017, as observed in the barometer of reconciliation, there has been a gradual growth in the improvement of the perceptions, behaviors, and attitudes towards community members by the people who participated in PAR in the intervention territories, thus, the changes can be reported as changes of image, acceptance, and in social prejudices about groups and people usually classified as vulnerable. In addition, people feel optimistic when seeing that these behaviors are replicated by people close to them, such as family, neighbors, friends and people from the community. Such was the impact at the social level that the PAR participants showed greater commitment to the organizational processes of the intervention territory in regards to economic, social, and educational roles, and it can be suggested that social circles expand and lead to greater results that can be reflected in future measurements in the barometer and participatory actions in the field.
- Continuing with the previous point, the commitment of people to their communities has been perceived under the figure of leadership, with respondents reporting that 6 million people have been influenced by the PAR participants, which is worth analyzing as a significantly high figure. The scope can be expressed as 11% of the Colombian population (in 2021, according to DANE figures) and by focusing on the intervened territorial spaces; some of the non-major cities like Apartado, Arauca, Buenaventura, Cúcuta, Florencia and Turbo, are cities with a large participation that allows us to recognize and enter into the dispersed areas of Colombian territory. In addition, the activities carried out are framed in areas as diverse as education, sports, economic undertakings, ecological projects, truth

and memory work, outreach and communication, and psychosocial care. Therefore, leadership roles allow the development and strengthening of the skills of the people who have lived in those communities throughout their lives.

Decido Ser and InclusionEs

- The main working tool for participating in the activities has been the DecidoSer tool, which has allowed PAR participants to recognize and commit themselves as agents of change, so they are framed within the position “change begins with oneself.” The development of psychosocial support has become a cross-cutting event in the development of the participants. This is shown by the quantitative and qualitative information collected in this evaluation, which reports very high ratings for this methodology: in quantitative terms, excellent and good ratings were given by 99.4% of the participants, and in qualitative terms, in all the instruments carried out by participants, they highlighted the individual and social benefits derived from their participation in the sessions. However, it is important to recall the name of the tool with participants since only 23.2% remember having participated or have specific memories of DecidoSer. This result must be analyzed in two contexts: first, regarding the timing of the program, since the participants increase their recall of the methodology while their participation was closer to the year 2021 (the information indicates 0% in 2017 and 33.9% in 2021); secondly, with qualitative techniques, participants have a greater opportunity to collectively remember elements of their participation in PAR, including the relationship between workshops or sessions with the name of DecidoSer.
- A significant change is that the people who participated in DecidoSer and InclusionEs indicated a change in their perception of the LGBTIQ+ population. There was a positive change in these perceptions for the majority of the participating female population, although it can be seen that although there is a wide gap regarding the results in percentages compared to men. Still, more than half of the participants of both groups differentiated by sex affirmed a positive change, so the work of the DecidoSer and InclusionEs tools can be viewed as significant, especially considering previous surveys like the LGBTIQ+ school climate benchmark in Colombia (2016), which recorded that 67% of respondents felt insecure due to their sexual orientation and more than 54.8% felt insecure about the way they expressed themselves about their gender. In addition, the change of perception is a transformational principle for modifying behaviors in a population that has been historically segregated and has faced violence due to prejudice against gender identities or sexual orientation, as Colombia Diversas found in its preliminary assessment of LGBTIQ+ people in 2020.

Working conditions and adaptation

- Related to the above, although under the adoption of the methodologies indicator, the result of the number of participants who adopted new technologies, innovations, or practices in their workplace or in their employment due to their participation in PAR may be comparatively low, but this result should be viewed in context. Faced with this, this expected result has an organizational context in a similar way to what has already been proposed for the partner contracting indicators, in which, although the participants may have the intention and knowledge to apply a new technology or innovation in their workplace, effective implementation depends largely on the policies of the organizations and on factors external to the participant. As well, as previously stated, according to figures from the DNP, until 2016 only 9% of MyPimes companies used the internet and 22% were considered innovative companies. Therefore, the fact that 45.7% of

participants stated that they have implemented a new technology, innovation, or practice in their workplace that transforms the organizational culture is an important result, especially considering the possible barriers.

- The program achieved important labor improvements for the participants involved in processes related to economic opportunities. Although the indicator related to employment is comparatively low compared to the rest of the evaluation, this must be considered within the context of the expected result and the labor context. The expected outcome is participants getting promotions at work and attaining higher incomes, however, this depends on the participants having a job, and it was evident through the qualitative instruments that not all the participants were employed. In this sense, getting close to 50% of the participants to report a promotion or an increase in their income, especially in the context of a country with high unemployment rates and with multiple barriers for some social groups, represents an important and remarkable result of the program. This labor context may also reflect why until 2020, according to a report by the Universidad de la Salle, men reported a greater proportion of promotions and economic income in their jobs or production chains, even though they had less academic training than women; gender barriers in the workforce indicate that, in the face of equal capacities in men and women, organizations respond with favoritism towards men an average of 12.9% of the time and in some cases up to 21%.

DecidoSer and population groups

- Considering the observation about the income and promotion gap for women, it is important to note that thanks to DecidoSer, the participants improved their perceptions and behaviors towards different social groups, including women, which is a key element of strengthening reconciliation. Evidence of this is that the people who participated in the focus groups enunciated a series of reflections on the experiences of their colleagues once they entered the labor market and saw the discrimination and handling of language around work activities, for which there was a recognition of gender barriers that impact the labor market. Faced with the latter, it is important to highlight two main points, first, by January 2020, according to the UN Colombia, women of working age had reached 54% of access to the labor market, a figure that was reduced to 51% by May 2021. Second, regarding the impact on leadership there is a gap of 10.6% favoring men. This result must be analyzed in context, given that the leadership of men and women does not have the same baseline and, historically, leadership is more often male, so much so that according to the multinational Odgers Breston, only 19% of women have a leadership position in organizations. Therefore, when collecting information on previous leadership, lower results in women can be explained by historical and structural disadvantages that continue to manifest today.
- In relation to the previous point about leadership, the Afro-descendant population had a greater impact on their communities than the indigenous population, as in other estimates where the latter group had a lower incidence. To understand this point, it is important to clarify that the Colombian population that identifies as Afro, Black, Palenquera or Raizal is more than 4 million Colombians, or 10% of the population, and is dispersed over more than 95% of the national territory, while the indigenous population amounts to 1,905,617 people comprised of 15 different native peoples located mainly in territories like councils and specific communities, so it is possible to have an easier impact on the Afro population than the indigenous population.

Economic inversion

- PAR managed to improve the profitability of the enterprises and productive projects of the participants who received seed capital and branding support; however, its impact was less in terms of ensuring that these enterprises had links with other sources of financing. In this regard, 11.6% of the participants who received support with seed capital or brand positioning were able to link to third-party sources of financing, which should be analyzed within the framework of the stage of the respective venture. This considers that the search for sources of financing may be found at an advanced stage of the development of the venture, and therefore projects that are in early stages (related in effect to seed capital) have fewer possibilities of developing links with resource or financing entities.

Results in the well-being of individuals and households

25,009 PAR participants (15,257 [61%] F; 9,753 [39%] M) report having improved their individual well-being thanks to the help of the PAR program.

The participants stated that as they participated in PAR, they perceived an improvement in individual well-being, which progressed from 2017 to 2021.

23,069 PAR participants (14,179 [61%] F; 8,890 [39%] M) report having improved the well-being of their households thanks to the help of the PAR program.

Changes in perceptions, behaviors and attitudes

The perception of 24,955 (79.9%) (14,960 [79.9%] F; 9,995 [80%] M) people regarding different identities and social groups (Afro-descendants, indigenous people, LGTBQI+, migrants) has changed thanks to the PAR assistance.

With women being the main group of change, their perception of the LGTBQI+ community has changed in more than 50% of the population, and it can also be seen that women are one of the groups that has had a transformation in the perceptions of men surveyed.

26,967 (86.4%) (16,071 [85.8%] F; 10,896 [87.2%] M) people report that their behavior towards people of different identities and social groups has changed thanks to PAR assistance.

969 participants (68.9%) would have observed people in their family, community or workplace copying these behavioral changes. According to the estimates of the participants, the program would have impacted 2,604,002 people indirectly and each participant would have observed some type of copying in behaviors in an average of 124 people.

22,862 (73.2%) (13,671 [73%] F; 9,191 [73.6%] M) people report increased engagement with community/civil society organizations/initiatives/events due to PAR assistance.

19,758 (63.3%) (11,059 [59%] F; 8,698 [69.6%] M) people have assumed leadership roles or have strengthened previous leadership roles due to their participation in PAR.

The roles of social leadership have been strengthened thanks to the intervention of PAR, they have also been significant in covering various spaces and populations within the territories; for young people and adults of various ethnic groups and genders, they have covered cultural promotion, job support, the environmental struggle, care for children and youth, and other things.

People have connected to 6,685 new groups/associations or are members thanks to the help of PAR.

12,777 (40.9%) (6997 [37.3%] F; 5780 [46.3%] M) people have new or reinforced social support ties thanks to the help of PAR.

DecidoSer

17,298 (97.3%) (10,477 [98.2%] F; 6,821 [95.9%] M) people rate the quality of the psychosocial support services (DecidoSer) that they received thanks to the help of PAR as good or excellent.

16,195 (91.1%) (9,929 [93.1%] F; 6,266 [88.1%] M) participants perceive that DecidoSer includes a differential perspective.

14,417 (81.1%) (9,213 [86.4%] F; 5,204 [73.2%] M) participants have improved relations with their neighbors thanks to DecidoSer.

Participants from cities such as Santa Marta and the young participants in the communication programs highlight the progress made in assertive communication, the ability to recognize and empathize with neighbors, community narratives, and transformative messages.

Number of people citing increased trust in government and/or private sector companies and/or civil society organizations: 27,831 (89.1%), (16,591 [88.6%] F; 11,240 [90%] M).

The differences with previous measurements regarding trust towards the government and civil society organizations can be seen in spaces that have been marked by violence, such as San Vicente del Caguán or Bojayá, where people have generated plans with institutions and organizations to promote resilience.

20,221 (64.8%) (11,607 [62%] F; 8,614 [69%] M) participants consider that after PAR, the working relationships between the different agents have been strengthened; Number of participants who consider that the PAR project in which they participate contributes to the development/implementation of the PDET: 19,393 (62.1%) (11,653 [62.2%] F; 7,740 [62.0%] M).

Percentage of people who recognize one of the reconciliation ambassadors: 52.3% (16,337) (9,509 [50.8%] F; 6,828 [54.7%] M).

Evaluation of the work carried out by the ambassadors for reconciliation and their contribution to changing the perception of their territory: 98.4% (16,069) (9,351 [98.4%] F; 6,720 [98.4%] M) qualified as excellent or good management.

The positive messages from the population to change imaginations and recognize community stories have had an impact at the national level thanks to the campaigns carried out on platforms and media, which transmitted 2000 messages that sought to raise awareness about the migrant population, historical memory, recognition of vulnerable groups, and others.

Economic Opportunities: Employment

9,379 (58.5%) female/young participants cited a promotion in their sector/value chain/job due to PAR.

The training in systems and programming areas were a main part of the job promotions or job income experienced by the PAR participants, achieving personal and professional growth that has contributed to managing life plans and motivation to consolidate future plans.

Average change in participant income/total amount of increase in participant income due to PAR assistance: 39.9% (42.3%) F; (36.6%) M.

Number of participants who adopted new technologies, innovations, or practices in their workplace or employment due to their participation in PAR: 14,266 (45.7%) (8,300 [44.3%] F; 5,966 [47.8%] M).

Technology became an important element for all participants; according to their economic and administrative capacities, people sought to optimize their work, training, investing, adoption of strategies around social networks, digital marketing, and in other cases, acquiring machinery.

Economic opportunities: Entrepreneurship and productive projects

5,607 (72.7%) (3,251 [70.6%] F; 2,356 [75.8%] M) participants are in enterprises and productive projects that improved in profitability, thanks to the seed capital granted by PAR.

4,404 (71.5%) (2,554 [69.9%] F; 1,859 [73.9%] M) participants are in projects and productive enterprises that improved their profitability thanks to PAR's support in brand positioning.

Number of new funding or resource entities a person is linked to thanks to PAR support: 2, on average.

Partner Results

Partners who form or strengthen alliances thanks to the assistance of PAR:

533 partners have formed or strengthened alliances thanks to the assistance of PAR

Partners who form collaborative structures with communities to establish community networks that contribute to self-sufficiency and sustainability

Number and formation of collaborative structures between PAR's executing partners and communities, establishing community networks that contribute to self-sufficiency: 413

536 organizations have increased their involvement in the community / civil society organizations / initiatives / events thanks to the assistance of PAR.

343 partners increased financial investment in social impact initiatives.

There has been social impact thanks to the investment in historically marginalized groups in Colombia, such as migrants, the Afro, indigenous, and youth populations. This allowed these groups to motivate and empower themselves in the territory and to transform their imaginations.

Number of alliances with institutions that offer financial education to vulnerable entrepreneurs, developed thanks to the assistance of PAR: 118

Levels of agreement on aspects of the alliance and support for the achievement of objectives

***Percentage of partners who perceive a level of agreement with PAR on common objectives and have expectations of mutual benefit: 89.9%**

***Percentage of partners who perceive a level of agreement with PAR on satisfaction with the commitment, dedication, to the relationship and the dedication of others to the objectives of the association: 91.5%**

***Percentage of partners who perceive a level of agreement with PAR on a mutual belief in the truthfulness, competence, and reliability of each partner: 94.9%**

***Percentage of members receiving a PAR contribution to the organization's progress in achieving the association's business and development objectives: 69.7%**

Partners who report an increase in diversity in the company due to their participation in PAR and an improvement in the work environment thanks to this increase

***Number of organizations that report an increase in diversity in the company: 211**

Partner experience with recruiting PAR participants

2907 PAR participants were hired by different companies.

The percentage of employers who show satisfaction for having hired PAR participants: 99.4%

86 (30.2%) companies reported cost reductions (changes in profits) thanks to the hiring of PAR participants.

Annex 1: Characteristics of the participants

The characteristics presented below are not part of the strata defined for the study, so they were not considered in calculating the expansion factors.

Participant Characteristics		Population		Samples	
Nationality ²⁰	Colombian	7054	25%	724	86%
	Venezuelan	2542	8%	114	14%
	Colombian/Venezuelan	334	one%	3	0%
Disability status	None	30696	98%	785	93%
	with any	527	2%	56	7%
LGBTIQ+ population	And it is	768	2%	67	8%
	No	30455	98%	774	92%
Final year of participation	2021	6193	20%	306	37%
	2020	9775	31%	202	24%
	2019	7032	23%	196	23%
	2010	7177	23%	122	14%
	2017	1046	3%	15	2%
Type of project	focus	19920	64%	552	65%
	entrepreneurship	7270	23%	230	28%
	Frontier	6786	22%	224	27%
	Exclusion/Income	10638	3. 4%	208	24%
	Employment	6600	21%	195	23%
	productive	5747	18%	159	19%
	strengthening	4460	14%	135	16%
	PDET	1071	3%	67	8%
	Memory	1128	4%	36	4%
	Gender	535	2%	28	3%
	DecidoSerFam	329	1%	26	3%
	APARTADÓ	2162	6.9%	53	6.3%
	ARAUCA	1201	3.8%	32	3.8%

²⁰ The population presents underreporting for this information

Municipality	ARAUQUITA	254	008%	10	1.2%
	BARRANQUIIIA	522	1.7%	14	1.7%
	ROGOTA DC	4689	15.0%	126	15.0%
	BOJAYA	523	1.7%	4	0.5%

	GOOD VENTURE	1772	5.7%	49	5.8%
	CALI	3271	10.5%	88	10.5%
	CARTAGENA DE INDIAS	1783	5.7%	54	6.4%
	CARTAGENA DE INDIAS	704	23%	19	23%
	CHAPARRAL	737	2.4%	18	2.1%
	CIÉNAGA	852	2.7%	23	2.7%
	CUCUTA	1088	3.5%	29	3.4%
	FLORENCIA	1308	4.2%	35	4.2%
	MAICAO	338	1.1%	10	1.2%
	MEDELLIN	2797	9.0%	75	8.9%
	MESETAS	381	1.2%	13	1.5%
	PUERTO RICO	252	0.8%	9	1.1%
	QUIBDO	763	2.4%	21	2.5%
	RIOBLANCO	181	0.6%	5	0.6%
	RIOHACHA	161	0.5%	6	0.2%
	SAN CARLOS	643	2.1%	15	1.8%
	SAINT VINCENT DEI	384	1.2%	12	1.4%
	SANTA MARTA	1432	4.6%	40	4.8%
	TURBO	1771	5.7%	46	5.5%
	URIBIA	350	1.1%	11	1.3%
	VISTA HERMOSA	904	2.9%	24	2.9%

Annex 2: Tetrachoric Correlation Coefficients

Variable	Individual well-being	Home wellness	More positive perceptions	More positive behaviors	Increased return on seed capital	Increased profitability through brand positioning	New or strengthened ties
SEX_Male	-0.0684	-0.075	0.0076	0.0447	0.0899	0.0633	0.1479*
AGE_Young	-0.0233	-0.1786*	-0.0767	0.0371	-0.2228	-0.1644	-0.0304
ETHNICITY_Indigenous	0.073	0.014	0.1191	0.2612	-0.1207	-0.2311	0.0833
ETHNICITY_Afro	-0.0038	0.0905	0.0686	0.0472	0.0219	-0.1538	0.0411
ETHNICITY_None	-0.0187	-0.0851	-0.0972	-0.1094	0.0278	0.2245	-0.0636
YEAR_2017	-0.3758*	-0.2949*	0.105	-0.1092	1.0000	1.0000	-0.0822
YEAR_2018	0.0042	-0.0378	0.0042	0.0342	0.0243	0.0427	-0.0957
YEAR_2019	-0.0959	0.0097	0.0701	0.0999	-0.0316	0.1764	0.0951
YEAR_2020	0.0015	-0.0075	-0.1177	-0.132	0.0694	0.0117	-0.0778
YEAR_2021	0.1363*	0.0622	0.0315	0.0311	-0.0573	-0.1766	0.0526
MUN_APARTADO	-0.1118	-0.0077	-0.1414	0.1031	0.2138	1.0000*	-0.0686
MUN_ARAUCA	-0.0325	0.1621	0.0185	0.1861	0.2523	0.3315	-0.119
MUN_ARAUQUITA	0.1611	0.2319	0.1611	1.0000	0.1016	-0.6153*	-0.113
MUN_BARRANQUILLA	-0.1958	-0.1884	-0.0222	-0.0155	-0.4903	-0.3909	-0.1344
MUN_BOGOTA	0.0188	-0.1405*	-0.1047	-0.0249	-0.0355	0.1213	-0.1701*
MUN_BOJAYA	-0.2913	-0.2221	-0.0596	1.0000	1.0000	1.0000	0.0781

MUN_BUENAVENTURA	0.2543*	0.2891*	0.3886*	0.2053	0.0349	0.0024	-0.1663
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The table below shows the tetrachoric correlation coefficients calculated for the requested metrics. Those coefficients that have a significance level of 0.05 or less according to the analysis standards are highlighted.

MUN_CALI	0.0601	-0.0435	-0.1827*	-0.1674*	-0.298	-0.164	-0.1045
MUN_CARTAGENA	-0.0094	-0.0001	0.0609	-0.2126*	0.3299	0.0988	-0.0529
MUN_CARTAGENA DEL CHAIRA	-0.0907	-0.2448	-0.1568	0.0606	-0.0661	-0.2384	0.2898*
MUN_CHAPARRAL	-0.0344	0.0493	0.1509	one	0.0378	0.1788	0.3288*
MUN_CIENAGA	-0.0286	0.0582	0.211	-0.0735	1.0000	0.1213	0.2631*
MUN_CUCUTA	-0.2055	-0.195	-0.0134	0.1627	0.1568	1.0000	-0.0774
MUN_FLORENCE	0.1011	0.1379	0.0472	0.1184	-0.0355	0.226	0.022
MUN_MAICAO	1.0000	1.0000	1.0000	1.0000	-0.1889	-0.1796	0.2811
MUN_MEDELLIN	-0.0541	-0.1204	-0.1026	-0.0931	0.0032	0.3315	-0.0337
MUN_MESETAS	-0.2228	-0.3665*	-0.0442	0.1234	-0.1295	0.048	-0.0264
MUN_PUERTO RICO	-0.0312	-0.0819	-0.0312	-0.1314	1.0000	1.0000	-0.0767
MUN_QUIBDO	0.0126	0.0284	-0.0579	-0.1	-0.2229	0.048	0.3275*
MUN_RIOBLANCO	1.0000	1.0000	1.0000	1.0000	1.0000		-0.2106
MUN_RIOHACHA	-0.1514	0.1137	1.0000	1.0000	-1.0000	-0.2155	0.2329
MUN_SAN CARLOS	-0.0021	-0.0879	-0.0918	0.0019	-0.0661	0.048	0.0582
MUN_SAN VICENTE DEL CAGUAN	1.0000	1.0000*	0.201	1.0000	-0.0661	-0.2384	0.0893
MUN_SANTA MARTA	0.0893	0.1351	0.1981	0.2388	0.1774	0.2042	0.1685
MUN_TURBO	0.0052	0.1811	0.0052	-0.1257	-0.4352*	-0.4399*	-0.0806
MUN_URIBIA	0.182	0.2528	0.182	0.0873	1.0000	1.0000	0.3127
MUN_VISTA HERMOSA	-0.0761	0.0125	0.129	-0.2505*	0.0312	-0.3909	0.2352*

P_Employment	-0.0452	-0.0763	-0.1632*	-0.0836	-0.1451	-0.2005	-0.2965*
P_Productive	0.108	0.1446*	0.0576	0.1626	0.0762	0.1191	0.1641*
P_Strengthening	0.1863*	0.1755*	0.1258	0.1243	-0.1211	-0.0388	0.2037*
P_Enterpreneurship	0.0698	0.1548*	0.0476	-0.0563	0.1295	-0.0206	0.0771
P_Income exclusion	-0.1387*	-0.1794*	-0.0492	-0.1014	-0.2257	0.0673	0.0065
P_Frontier	0.0458	-0.0104	0.0063	0.0016	0.0171	-0.0963	-0.0926
P_PDET	0.2078	0.2020*	0.0088	0.0383	-0.0047	-0.0408	0.0919
P_Reconciliatory approach	0.0416	0.0701	-0.0869	0.0322	-0.0018	-0.1191	0.0296
P_Gender	-0.0248	0.0648	0.0972	-0.0173	0.1568	1.0000	-0.2441*
P_DecidoSer Familia	0.1505	0.1607	0.2404	1.0000*	-0.0307	0.059	0.1006
P_Free Time	-0.2715	-0.207	-0.2715	1.0000			0.0728
P_DECIDOSER	0.2266*	0.1849*	0.0871	0.0327	0.085	-0.0115	0.1246*
P_OPO_ECONOMICS	0.1386*	0.2028*	0.0256	0.0382	0.2003	-0.0938	0.0027